Reform and Integration: Measures of success
Final deliverables from Strategic Advisor Phase 1

December 2015

Australian Government

**Department of Immigration
and Border Protection**

Document version history

Version	Date	Content / Updates	Author
V0.9	30 Nov 2015	SRPO Phase 1 draft output for ongoing refinement	SRG
V1.0	4 Dec 2015	SRPO Phase 1 draft output for ongoing refinement, including summary of FAS feedback received to date	SRG
V1.1	14 Dec 2015	Final output for Phase 1, with detailed next steps	SRG

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Contents

Measures of success overview

Alignment to SRP Management Plan

Next steps for Phase 2

Appendix
- Summary of FAS feedback
- Measurement requirements
- Contributing milestones from the SRPMP

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Measures of success quantify reform and integration changes to the department over time

Four steps critical for successful reform and integration

1 "Why change?"

Establish the case for change

2 "What is the change?"

Design the future model, measure impact

3 "When is the change?

Define initiatives and overall plan

4 "How to manage and assure the change?"

Ensure effective leadership, staff engagement and delivery rigor
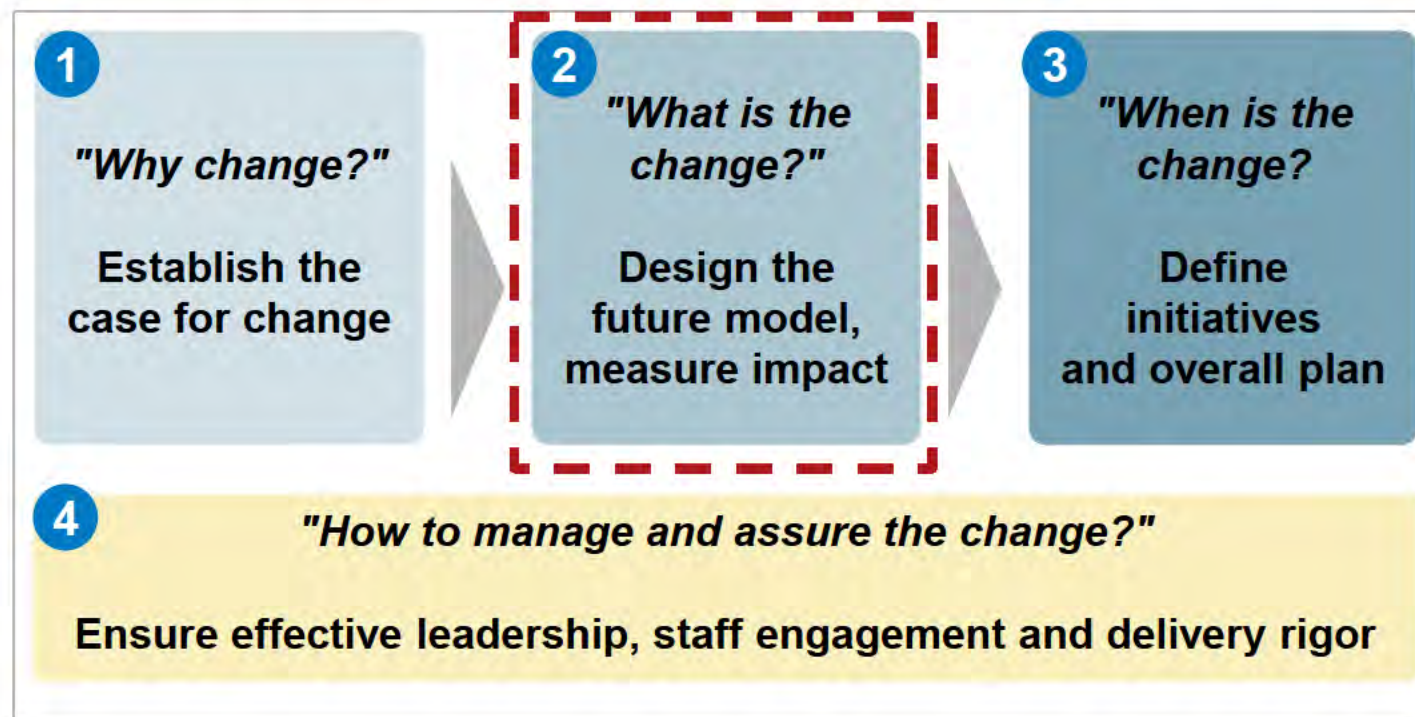
Role of SRG

Ensure programme *alignment*

Provide assurance to *delivery*

Measure *impacts* against commitments

Source: BCG experience

SRG-4. Measures.pptx

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3

Executive summary
Reform and Integration Programme: Measures of Success

A content-driven view of the business outcomes to be delivered by reform and integration is critical for ensuring that benefits are realised over time

- Focusing on outcomes will build on existing input and output focused reporting by articulating how programmes contribute to strategic objectives
- This in turn will enhance programme prioritisation and decision-making by tying programmes of work to tangible business changes and impacts

24 portfolio-level 'measures of success' for reform and integration will focus attention on critical components of the programme and ensure funded outcomes and commitments to government are achieved

- Measures are structured in three categories for holistic coverage of reform and integration over time:
    - <u>Early warning measures</u> assess critical project inputs to reform and integration
    - <u>Delivery measures</u> monitor performance against critical milestones
    - <u>Programme success measures</u> will be used to assess overall performance against the Strategy 2020 vision
- Measures were designed in line with global best practice in the public and private sectors using bottom-up (e.g. PBS, Corporate Plan, Business Case) and top-down (e.g. expert input) guidance, with alignment to clear design principles
- SRG worked closely with the business to refine the measures through formal FAS consultation, 1:1 interviews with SES and EL content experts, regular meetings with Executive and Finance Divisions, and discussion at RIAG

In the coming months, SRG will lead three activities to increase focus on reform and integration outcomes

- Establish baselines, accountable owners and reporting processes to operationalise the measures of success
- Set targets for measures, aligned to the emerging future operating model, to define standards of performance
- Validate the mapping of critical milestones to measures to ensure contributing activity is clearly articulated

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SRG has developed a set of 'measures of success' for reform and integration to monitor and assess outcomes over time

Approach to develop the measures	**Three types of measures provide a holistic view of reform and integration success over time**	**Example measure**

Approach to develop the measures

- Measures designed **bottom-up** and **top-down**, aligned to four **design principles**[1]

- Anchored to *Strategy 2020* for alignment to enterprise reform and integration goals

- **Validated and refined** with 50+ business stakeholders and RIAG representatives, with consistent and positive feedback

- While **focused solely on Reform and Integration,** we have worked with Executive and Finance Divisions to ensure consistency with portfolio-wide business-as-usual performance reporting
  - Reform 3.0 initiatives will be incorporated as they are confirmed and funded

1 Early warning measures (2 measures)
- Indicates whether projects are set up for success from the outset
- Helps **identify issues and obstacles early** to trigger timely and targeted interventions

Employee engagement and readiness for change

2 Project delivery measures (2 measures)
- **Tracks the timely delivery** of planned and funded project outcomes
- Ensures **project reporting integrity**

Likelihood that critical milestones will be met on time in the next quarter

3 Programme success measures (20 measures)
- **Evaluates success** of reform and integration over time
- **Quantifies the impact** of reform and integration project outcomes
- **Informs prioritisation** and trade-off decisions at the portfolio level

"Strike rate" at the border for intelligence-led searches of passengers and goods

1. Design principles derived from experience in private and public sector reform and integration include: (a) Measurability; (b) Strategic Alignment; (c) Enterprise Focus; and (d) Value Focus

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The measures are anchored to *Strategy 2020* for alignment to enterprise reform and integration goals

Strategy 2020 objectives describe the organisation's key business processes in high-level terms...

Protect Australia	Promote responsive migration	Advance trade and revenue	Lead border innovation
• Maintain sovereignty by protecting land/maritime borders • Contribute to WoG law enforcement/national security • Ensure the integrity of our people, information, property and systems • Manage migration and trade risks across border continuum	• Facilitate movement/stay of people to support the economy and strengthen social cohesion • Contribute to global management of refugees and displaced pops. • Prevent unauthorised movement of people across border continuum	• Optimise legitimate trade in goods across the border to support the economy • Operate across the border continuum to prevent movement of prohibited goods • Manage and enhance collection of border revenue	• Enhance technology and business processes to strengthen border operations • Develop organisational & tech. capability to efficiently manage border flows • Build effective partnerships within and outside Australia to support objectives

Strategy 2020 strategic responses are well aligned with the policy intent of capability reform

1. We will use an intelligence-led, risk-based approach to strategic decision making and operations

2. We will treat the border as a continuum rather than a physical boundary

3. We will embody a culture of professionalism and unwavering integrity

4. We will be credible and consistent in our approach to client service and provide a seamless experience

5. We will maintain our standing and influence as a world leader in our field

6. We will pursue collaborative partnerships to achieve our outcomes

7. We will train and support our staff to...provide unrivalled service in interactions with clients

8. We will be an agile and innovative organisation with the capability to meet current and future challenges

+ Cohesive integration of two agencies which delivers on government commitments

Recommend an additional anchor to capture benefits of agency integration

Source: *Strategy 2020*

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All measures align to four design principles

1	**Measurability**	• Specific, quantifiable and able to be tracked and assessed over time • Measurable and valid, leveraging data that is already collected where possible • A clear definition with an unambiguous source of truth for the data
2	**Strategic alignment**	• Clear linkage to reform and integration programme objectives • Consistency with enterprise strategy (e.g. *Strategy 2020*, future operating model) • Consistency with other commitments to government (e.g. integration efficiency savings)
3	**Enterprise focus**	• Focused on portfolio-level outcomes (not specific projects or BAU activity) • Represent real change for stakeholders (not process milestones) • Emphasise outcomes and create clear linkages between activities and outcomes
4	**Value focus**	• Focused on critical components of reform (e.g. new business outcomes) and integration e.g. financial and operational efficiencies) • Sufficient clarity to inform decision-making, prioritisation and trade-off decisions
	Leading or lagging	The list of measures has been assessed to ensure a balance of leading (predictive) and lagging (post-hoc) indicator types

Source: BCG experience

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<u>Snapshot</u>: There are 24 proposed measures of success

#	Early warning measures
1	Likelihood of project success based on DICE® scores (project team Duration, Integrity, Commitment, Effort)
2	Employee engagement and readiness for change

#	Project delivery measures
3	Likelihood that reform and integration projects will meet critical milestones on time
4	Predictive validity of project reporting (e.g. proportion of slipped milestones that were previously tracking red, amber or green)

#	Programme success measures
1	Strike rate at the border for intelligence-led searches of passengers and cargo, relative to intuitive selection and random sampling
2	Number and proportion of visa holders that become unlawful or criminal
3	Proportion of passenger threats identified at each stage of the border continuum
4	Proportion of cargo threats identified at each stage of the border continuum
5	Ratio of voluntary to involuntary status resolution for visa holders that become non-compliant
6	Perceptions and incidents of workforce corruption
7	Proportion of traveller transactions completed digitally or self-service
8	Proportion of trader transactions completed digitally or self-service
9	Proportion of decisions made using automated decisions for travellers and traders
10	Number of touch points experienced by key traveller and trader cohorts at the border
11	Ratings from partner agencies and key stakeholders
12	Client ratings from travellers and traders
13	Effectiveness in sourcing key resources (APS staff, contractors, surge capacity)
14	Staff satisfaction ratings on access to information (e.g. integrated corporate systems, consolidated intelligence)
15	Ratio of frontline staff to goods cleared and passengers cleared at the border
16	Rankings on border management relative to global benchmarks (e.g. trade and travel facilitation)
17	Revenue uplift realised, relative to government commitments from reform and integration
18	Integration efficiency savings realised, relative to government commitments from reform and integration
19	Integration of the workforce and organisational culture
20	Average unit cost for the end-to-end processes of (i) processing a visa, (ii) importing a cargo item, and (iii) clearing a passenger

Source: SRG analysis; interviews with DIBP staff (Oct-Nov 2015)

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Proposed measures (1/5)
Early warning and delivery measures

Measure type	#	Measure of success	Purpose and rationale
Early warning measures	1	**Likelihood of project success based on DICE® scores** Proportion of reform and integration funding allocated to projects with DICE® scores in (i) win, (ii) worry, and (iil) woe ranges	DICE scores predict the likelihood that projects will meet critical milestones by assessing critical contextual factors (**D**uration, **I**ntegrity, **C**ommitment and **E**ffort). This measure will enable SRG to monitor and influence organisational enablers of project success, and trigger interventions to prevent slippage and/or project failure
	2	**Organisational engagement and readiness for change** Average scores on change-related dimensions of the Nous Pulse Check (e.g. awareness, understanding, buy-in and commitment) and APSC Employee Census (e.g. 'Senior leaders effectively lead change')	Employee engagement is critical to monitor during major change programmes given the elevated risk of change fatigue, low morale, underperformance and staff dissatisfaction. This measure will enable SRG to identify potential issues early, communicate them to the executive and facilitate targeted action
Project delivery measures	3	**Likelihood that reform and integration projects will meet critical milestones on time** Proportion of critical milestones for reform and integration projects expected to be delivered on time and on budget in the next reporting period (by funding value)	The SRG Management Plan articulates critical milestones for each project cluster to simplify executive discussion about reform and integration progress and tie performance to business outcomes. This measure will enable SRG to trigger action early to prevent slippage, and ensure that issues which cut across programmes are managed to minimise adverse impacts on interdependent projects
	4	**Predictive validity of project reporting** Proportion of critical milestones for reform and integration projects that slipped, and were reported green, amber and red in the preceding 3 months	This measure is designed to provide a validity check on milestone status reporting by assessing the frequency with which slippage is preceded by amber or red reporting. In doing so, it tracks the reliability of project status reporting, and in turn strengthens executive confidence and reduces incentives for under-reporting of issues and risks

Source: SRG analysis; interviews with DIBP staff (Oct-Nov 2015)

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Proposed measures (2/5)
Programme success measures

Primary strategic response	#	Measure of success	Purpose and rationale
We will use an intelligence-led, risk-based approach to strategic decision-making and operations	1	**Strike rate for intelligence-led searches of passengers and cargo, relative to intuitive selection and random sampling** Ratio of positive outcomes (e.g. hits) to negative outcomes and ratio of significant outcomes to non-significant outcomes for each type of search conducted at the border	This outcome measure will assess the effectiveness of intelligence-led searches (e.g. triggered by alerts) in detecting threats at the border relative to non-targeted search methods (e.g. intuitive selection and random sampling). In doing so, it will track improvements over time resulting from intelligence capability (e.g. analytics, risk profiling) and information (e.g. Advanced Analytics, CIE) reform initiatives
	2	**Proportion of visa holders that become unlawful or criminal** Number and proportion of visa holders that become unlawful (e.g. overstays, visa cancellations) and number of visa holders charged with criminal offences in a given reporting period	Given the significant cost to DIBP of resolving unlawfulness, this outcome measure evaluates both the effectiveness of incentivising compliance with visa conditions and the Department's ability to make sound predictions about potential visa holders. It is an indirect indicator of decision quality during application stages (e.g. how often are visas issued to applicants who ultimately become unlawful?) and downstream stages (e.g. how well does DIBP predict unlawfulness and criminality) of the visa process
We will treat the border as a continuum rather than a physical boundary	3	**Proportion of passenger threats identified along the border continuum** Proportion of all passenger threats identified pre-border (e.g. visa refusals and withdrawals), at-border (e.g. at-border visa refusals, turn-backs and cancellations; positive outcomes for searches), and post-border (e.g. visa cancellations after border clearance)	Threats detected at- and post-border present substantially greater risk, cost and effort than pre-border detections. This measure assesses the impact of capability reform on DIBP's ability to truly treat the border as a continuum by making better decisions earlier (e.g., increase pre-border detections; decrease breaches)
	4	**Proportion of cargo threats identified along the border continuum** Proportion of cargo threats (e.g. prohibited goods) identified pre-border (e.g. import permits refused), at border (e.g. searches at airports and seaports) or post-border (e.g. items seized in the country and deemed to have arrived from overseas)	Threats detected at- and post-border present substantially greater risk, cost and effort than pre-border detections. This measure assesses the impact of capability reform on DIBP's ability to treat the border as a continuum by making better decisions earlier (e.g. increase pre-border detections; decrease breaches)
	5	**Ratio of voluntary to involuntary status resolution** Proportion of non-compliant visa holders (e.g. overstays >14 days, breach of visa conditions) that become compliant voluntarily (e.g. obtain a bridging visa, voluntary removals) relative to the proportion subject to department-initiated compliance (e.g. involuntary bridging visas, detention or removals)	This measure is designed to track the effectiveness of self-compliance incentives arising from visa reform

Source: SRG analysis; interviews with DIBP staff (Oct-Nov 2015)

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Proposed measures (3/5)

Programme success measures

Primary strategic response	#	Measure of success	Purpose and rationale
We will embody a culture of professionalism and unwavering integrity	6	**Perceptions and incidents of workforce corruption** • Number of corruption breaches • Number of breaches reported by internal vs. external sources • Number of ESC exemptions issued • APSC Employee Census questions on corruption • Barrett Values Questionnaire questions on integrity	Given DIBP's strong focus on security, this measure assesses the impact of integrity reforms on workforce corruption. It has been designed as a composite measure capturing both actual incidents of corruption and organisational perceptions of integrity to control for perverse incentives in reporting
We will be credible and consistent in our approach to client service and provide a seamless experience	7	**Proportion of traveller transactions completed digitally or self-service** Proportion of traveller transactions completed digitally (e.g. online visa applications, refunds and other forms) or self-service (e.g. successful clearance of eGates), where clients are eligible to use a digital or self-service process	This measure assesses take-up of digital and automated traveller-facing processes administered by DIBP as a measure of the seamlessness of crossing the border. It will be used to monitor progress of key reform projects at the forefront of border innovation, particularly in the Future Traveller project cluster
	8	**Proportion of trader transactions completed digitally or self-service** Proportion of trader transactions completed digitally (e.g. online import permits, refunds and other forms) or self-service, where clients are eligible to use a digital or self-service process	This measure assesses take-up of digital and automated trader-facing processes administered by DIBP as measure of the seamlessness of crossing the border. It will focus on ensuring digitisation is seen to completion or, alternatively, informs discussions about trade-offs if a full shift to digital is not achieved
	9	**Proportion of decisions made using automated decisions** Proportion of all initial application decisions for travellers and traders for which an outcome is reached through automated, as opposed to manual, decision-making. The scope of this measure is currently limited to visa applications (e.g. autogrants and delayed autogrants) and cargo applications (where relevant processes can be identified)	DIBP balances the intention to create an attractive market for workers, students and tourists with the need to exclude persons of concern. This measure will quantify the extent to which the Department uses intelligence-led and risk-based decision-making to achieve its objectives and manage this balance
	10	**Number of touch points at the border for travellers and traders** Minimum number of processes a legitimate traveller or a trader must complete to clear the border (e.g. incoming passenger card, passport scan), and proportion that cross the border contacting only the minimum number. It will be calculated for a set of cohorts (e.g. incoming visitor, outgoing citizen, commercial importer) given variation in border processes	Border operations across the world are increasingly focused on providing a seamless experience. This measure assesses incremental improvements in the seamlessness of border clearance for travellers and traders over time by quantifying process efficiencies created through automated and targeted risk assessment

Source: SRG analysis; interviews with DIBP staff (Oct-Nov 2015)

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Proposed measures (4/5)

Programme success measures

Primary strategic response	#	Measure of success	Purpose and rationale
We will pursue collaborative partnerships to achieve our outcomes	11	**Ratings from partner agencies and stakeholders** Ratings from key partners and stakeholders including, but not limited to, the intelligence community (e.g. ASIO), enforcement agencies (e.g. AFP), central agencies (e.g. DFAT), border agencies (e.g. Department of Agriculture, Border Five) and industry (e.g. airports)	DIBP engages with stakeholders across industry, community, government and overseas bodies to achieve its objectives. Obtaining feedback from key stakeholders will provide a valuable data source to surface potential issues with engagement, reputation and stakeholder management
We will train and support our staff to…provide unrivalled service in interactions with clients	12	**Ratings from travellers and traders** Ratings on client satisfaction (e.g. was I happy with the service I received?) and client expectations (e.g. was I treated fairly?) after completing an application, clearing the border, and experiencing a compliance interaction	DIBP has a high level of interaction with travellers and traders and strives to provide unrivalled client service. Feedback from clients can surface issues with engagement, service delivery and reputation, and serve as an accountability check that frontline services are being delivered in accordance with agreed standards
We will be an agile and innovative organisation with the capability to meet current and future challenges	13	**Effectiveness of sourcing key resources (e.g. APS staff, contractors, surge capacity)** (i) Average lead-time (e.g., from approving a resource need to on-boarding a resource) for APS staff, contractors and surge capacity, and (ii) the proportion of positions filled within a quarter	The Department operates in a challenging environment, with a critical need to be agile, flexible and able to respond and adapt to emerging threats through the implementation of new capabilities, powers and people skills. This measure tracks improvements over time in the department's ability to deploy critical resources where they are needed most
	14	**Internal user satisfaction ratings on access to information** Staff survey ratings on satisfaction with the availability of information required to perform their role and the effort required to access information necessary for their work (e.g. time to perform key tasks, number of systems used, level of effort)	DIBP experiences challenges with information access, characterised by siloed data and poor integration of legacy systems. This measure tracks progress on consolidation and streamlining of information, reflecting the contribution of integration (e.g., corporate systems projects) and reform (e.g., Connected Information Environment)
	15	**Ratio of frontline staff to goods and passengers cleared** Number of passengers and goods that arrive or depart through Australian international airports and seaports, relative to the average staffing level for DIBP frontline employees	Border flows of people and goods will increase significantly in coming years. This measure evaluates the impact of capability reform on managing growing volumes through increased automation, such that the number of frontline staff required to manage border flows should decrease or remain stable over time

Proposed measures (5/5)
Programme success measures

Primary strategic response	#	Measure of success	Purpose and rationale
We will maintain our standing as a world leader in our field	16	**Performance relative to global benchmarks** Australia's performance on components of border management most impacted by reform and integration (e.g. trade facilitation, border clearance) including, but not limited to, OECD Trade Facilitation Indicators, WEF Travel and Tourism Index, UN WTO Visa Openness Index, World Bank Logistics Performance Index, World Bank Doing Business (Trading Across Borders), and Time Release Studies	*Strategy 2020* articulates DIBP's intention to be a world leader in border management and set the global benchmark in all facets of its work. Given it has primary responsibility for border operations, performance can be indirectly assessed through Australia's rankings against various global benchmarks. This measure will assess DIBP's operations in a global context and keep a pulse check on how it is perceived internationally
Cohesive integration of two agencies which delivers on government commitments	17	**Revenue uplift realised** Year-to-date revenue uplift achieved from 14 reform initiatives designed to increase revenue beyond baseline collection, relative to annual targets	DIBP has committed to revenue uplift from reform of $395.5 million to 2018-19. This measure provides oversight of activities to deliver uplift to monitor progress, trigger interventions, and provide assurance that commitments to government can be met
	18	**Integration efficiency savings realised** Year-to-date financial savings realised by each activity stream tasked with delivering workforce savings (e.g. SES cuts, span of control reductions, corporate streamlining) or contracting savings (e.g. lease consolidation, ICT savings), relative to annual targets	DIBP has committed to integration efficiency savings of $270 million over four years from 2015-16 through workforce and corporate reductions. This measure provides oversight of enterprise activities to deliver the efficiencies and ensure that budget cuts can be absorbed efficiently and sustainably
	19	**Integrated workforce and culture** Staff perceptions of cultural integration, based on (i) 'Engaging for Results' survey data, (ii) results of a culture diagnostic to align current culture to a target culture, and (iii) proportion of DIBP staff that are able to operate effectively in blended teams with staff from both former agencies	A key challenge of mergers is integration of two workforces, often with distinct cultures. This measure assesses the extent to which staff from Immigration and Customs identify as a unified organisation. It will be used to identify obstacles to successful integration (e.g., conflict) and facilitate discussions to address them
All	20	**Average unit cost for an end-to-end process** Average unit cost (e.g. total cost of a business line divided by the number of items produced or processes completed) for three processes: processing a visa application, importing an item of cargo, and clearing a passenger at the border, aligned to the DIBP Cost and Pricing Framework (CAPF)	Average unit cost is an effective measure of holistic improvements in business operations over time, given its sensitivity to volume, pricing, risk level, product class, process efficiency, location and many other variables. This measure will be used to quantify the incremental efficiency improvements in the Department's key business areas as an indirect measure of reform benefits

Source: SRG analysis; interviews with DIBP staff (Oct-Nov 2015)

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Next steps

In the next three months, SRG will lead a series of activities to implement the measures of success, with support from business teams, subject matter experts and decision-makers

- <u>Work with business teams to collect data and establish baselines</u>, which will provide a foundation for understanding how DIBP performed on each measure before reform and integration, and in turn, quantify improvements over time

- <u>Set accountabilities</u> for each measure and its component parts, either to individual business sponsors or shared among the Executive Committee, to ensure benefits and commitments to government are realised

- <u>Validate the mapping of measures of success to the SRP Management Plan</u> to ensure a robust view of the critical milestones that contribute to each measure

- <u>Set targets aligned to the emerging future operating model</u>, for each measure to define a shared standard of success across the project portfolio

  - Target setting will be informed by the top-down objectives of the FOM and the bottom-up constraints of existing performance, funded deliverables and commitments to government

Target setting for the measures should be tightly coupled with the development of the future operating model

- The FOM will identify critical impacts and business changes to be delivered over a range of time horizons

- Measures, backed by targets, will allow for quantitative measurement of performance over those same time horizons

- Given its role of maintaining a 'sum-of-all-parts' view of reform and integration, SRG is well placed to lead both target setting and FOM development, and ensure close alignment between the two streams of work

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Contents

Measures of success overview

Alignment to SRP Management Plan

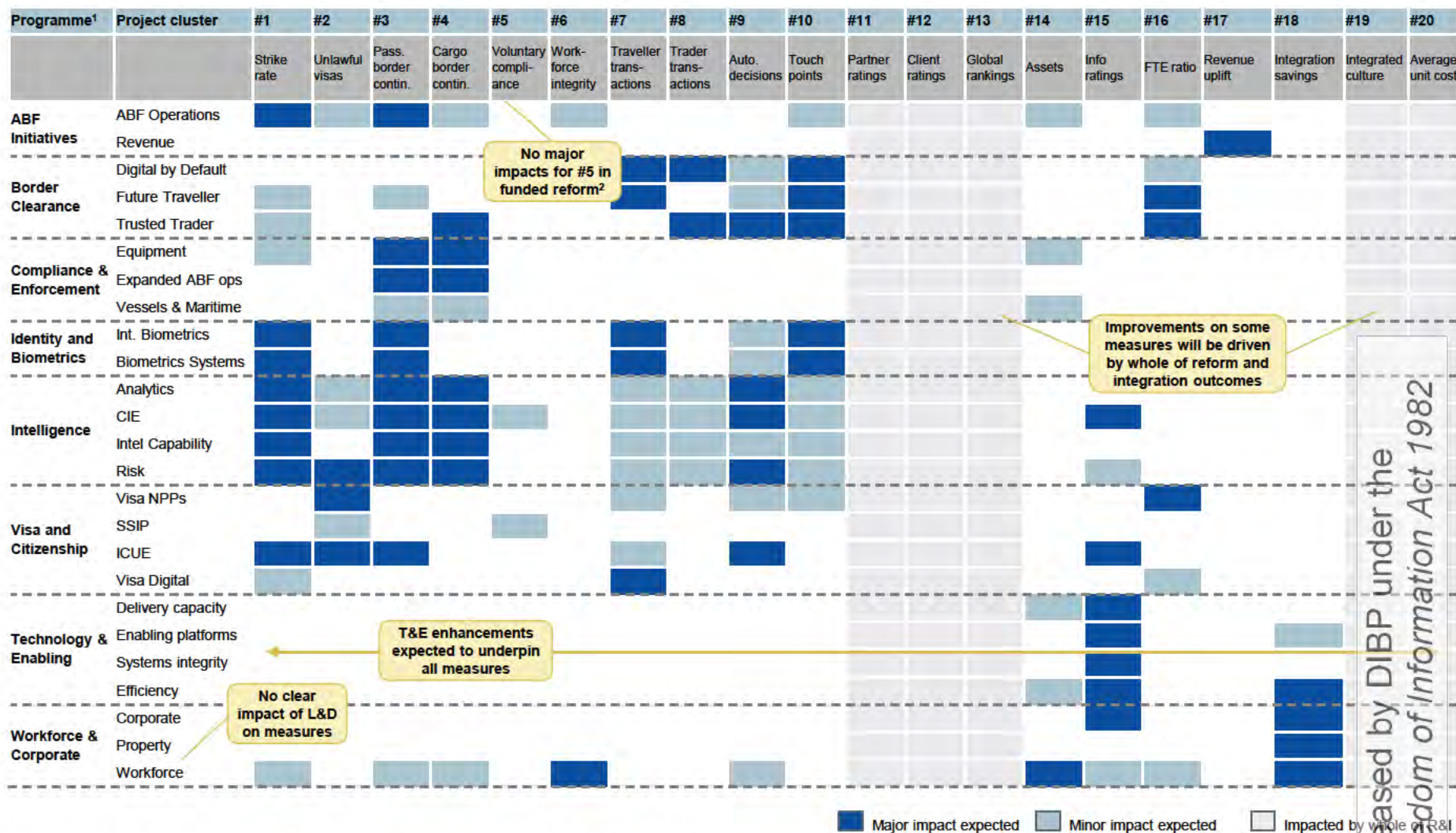**Next steps for Phase 2**

Appendix
- Summary of FAS feedback
- Measurement requirements
- Contributing milestones from the SRPMP

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Measures of success will be impacted by all programmes...

Programme[1]	Project cluster	#1 Strike rate	#2 Unlawful visas	#3 Pass. border contin.	#4 Cargo border contin.	#5 Voluntary compli-ance	#6 Work-force integrity	#7 Traveller trans-actions	#8 Trader trans-actions	#9 Auto. decisions	#10 Touch points	#11 Partner ratings	#12 Client ratings	#13 Global rankings	#14 Assets	#15 Info ratings	#16 FTE ratio	#17 Revenue uplift	#18 Integration savings	#19 Integrated culture	#20 Average unit cost
ABF Initiatives	ABF Operations																				
	Revenue																				
Border Clearance	Digital by Default																				
	Future Traveller																				
	Trusted Trader																				
Compliance & Enforcement	Equipment																				
	Expanded ABF ops																				
	Vessels & Maritime																				
Identity and Biometrics	Int. Biometrics																				
	Biometrics Systems																				
Intelligence	Analytics																				
	CIE																				
	Intel Capability																				
	Risk																				
Visa and Citizenship	Visa NPPs																				
	SSIP																				
	ICUE																				
	Visa Digital																				
Technology & Enabling	Delivery capacity																				
	Enabling platforms																				
	Systems integrity																				
	Efficiency																				
Workforce & Corporate	Corporate																				
	Property																				
	Workforce																				

Callouts:
- No major impacts for #5 in funded reform[2]
- Improvements on some measures will be driven by whole of reform and integration outcomes
- T&E enhancements expected to underpin all measures
- No clear impact of L&D on measures

Legend: ■ Major impact expected ■ Minor impact expected □ Impacted by whole of R&I

1. Detention Capability Review has been excluded from this analysis, pending the release of recommendations in March 2016 2. Major impacts against measure #5 are expected from Visa and Citizenship programme if Reform 3.0 (Visa and Citizenship Transformation) is funded and delivered
Source: SRG analysis, November 2015

...with realisation of impacts concentrated in FY2017

#	Measure of success	FY2016				FY2017				FY2018-19				FY2020+	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	H1 18	H2 18	H1 19	H2 19	FY2020	Beyond
1	Strike rate at the border for intelligence-led searches	▨	▨	■	■	■	■	■	■	■	■	▨	▨	▨	▨
2	Visa holders that become unlawful or criminal	▨	▨	▨	■	▨	▨	▨	▨	▨	■	▨	▨	▨	▨
3	Passenger threats along the border continuum	▨	▨	▨	■	■	■	▨	▨	■	■	▨	▨	▨	
4	Cargo threats along the border continuum	▨	▨	▨	■	■	■	▨	▨	■	■	▨			
5	Ratio of voluntary to involuntary status resolution									▨		▨			
6	Perceptions and incidents of workforce corruption			■											
7	Traveller transactions completed digitally or self-service	▨	▨	▨	■	■	■	■	■	■	▨	■	▨	▨	
8	Trader transactions completed digitally or self-service		▨	▨		■	■	▨		▨	▨			■	
9	Automated decisions for travellers and traders					▨	■	■	■	■					
10	Number of touch points at the border	■	■	■	■	■	■	■	■	■	■	■	■		
11	Partner and stakeholder ratings	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦		
12	Client ratings	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦		
13	Effectiveness in procuring key resources		▨	▨	■	■	▨	▨	▨	▨	▨	▨	▦		
14	Staff satisfaction ratings on access to information	▨	▨	▨	■	■	▨	■	▨	▨	■	▨	▨	▨	
15	Ratio of staff to passengers and goods cleared	▨	▨	▨	■	■	▨	▨	■	■	■	■	▨		
16	Rankings relative to global benchmarks	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦		
17	Revenue uplift realised				■				■	■	■		■		
18	Integration efficiency savings realised				■				■	■			■		
19	Integration of workforce and culture	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦		
20	Average unit cost for the end-to-end processes	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦	▦		

Legend: ■ Major impact expected ▨ Minor impact expected □ No impact expected ▦ Impacted by whole of FBI

Note: List excludes early warning and delivery measures
Source: SRG analysis, November 2015

There are six areas of concern for realising outcomes against measures, given current milestones

Process-focused issues	Detailed description
1 **A third of the measures are genuinely cross-cutting across 3 or more programmes**	• Successful delivery of these measures is contingent on coordination of multiple projects and programmes, creating a critical need for well-defined individual and shared accountabilities – Limited evidence of coordinated approaches today across business areas (e.g. little alignment on digitisation for travellers vs. traders) or programmes (e.g. siloed data for intelligence and border clearance)
2 **Substantial ongoing activity is required to complete integration, but few integration milestones are still being tracked**	• There is no formal tracking of integration efficiency savings (e.g. workforce, contracting reductions) • There is an observed sense that integration is finished given the official merger on 1 July 2015, despite persisting issues with enabling blended teams, integrating two cultures and consolidating legacy systems
3 **Critical milestones identified in the SRPMP are not sufficiently detailed or comprehensive to identify programme issues and risks**	• There is limited identification of outcome milestones across all programmes • Few milestones are tied to measurable impacts (e.g. $ saved, % travellers, # cases), which makes it difficult to quantify the business impact of slippage • For several measures, current milestones do not articulate a path to achieving an outcome (e.g. there is no description of initiatives contributing to revenue uplift targets or workforce integrity reforms)

Content-focused issues	Detailed description

4 **There is insufficient planned activity to fully achieve intended outcomes and strategic objectives for several measures**	• Output milestones identified do not sum to the intended outcome or target for several measures
	  – E.g. Workforce & Corporate milestones indicate some activity to reduce spans of control and achieve lease savings, but it does not cover the full breadth of activity needed to save $24 million by end FY15-16
	• Milestones identify IT enhancements that will enable the future state, but for many measures there is no articulation of how the business will leverage enhancements to change its operations
	  – E.g. Intelligence and Visa system upgrades will enable more automated decision-making, but there is no explanation of how business processes and customer interactions will change following capability drops

5 **Most activity to deliver on measures will not commence until early 2017**	• Major capability drops to trigger changes in performance on the measures will be delivered in Q3 FY2016, with most activity heavily concentrated in FY2017 – Likely to trigger significant resourcing and capacity constraints, with strong need for forward planning
6 **There are gaps in the funded programme against realisation of key strategic objectives**	• Limited articulation of activities to build an agile and innovative organisation • Lack of clarity about how the border will be treated as a continuum in the cargo space • Assumption that some objectives (e.g. collaborative partnerships) will be achieved by whole of reform activity

Source: SRG analysis, November 2015

Draft—for discussion only

In addition, there are measure-specific issues to be addressed

#	Measure of success	Description of issue
1	Strike rate for intelligence-led searches	A truly cross-cutting measure, with cumulative contributions each quarter from most programmes and a strong need to agree individual vs. shared accountabilities
2	Visa holders that become unlawful/criminal	Milestones appear to enhance existing capabilities and processes, but no major capability drop or business change is evident
3	Passenger threats along border continuum	Enhancements to enabling capabilities and systems are identified, but no clear view of business activities or process changes to drive an increase in pre-border detections
4	Cargo threats along border continuum	Evidence of enhancing risk-based operations, but no clear view of activities to drive increase in pre-border detections
5	Ratio of voluntary to involuntary compliance	Limited contributions from funded reform activity, but significant outcomes likely to be realised if Reform 3.0 proceeds
6	Perceptions of workforce corruption	Milestones do not clearly articulate deliverables from integrity reforms; no clear view of expected impacts over time
7	Digital/self-service traveller transactions	Milestones contributed from several programmes, but no evidence of coordinated approach or targets
8	Digital/self-service trader transactions	Few contributing milestones identified; no evidence of targeted activity to complete shift to digital
9	Automated decisions	IT enhancements to enable automated decision-making are identified, but no evidence of a coordinated business-led approach to fully achieve it
10	Number of touch points at the border	Capability drops to achieve the measure identifiable in each year to FY18
11	Partner and stakeholder ratings	Will be driven by aggregate, whole-of-programme impacts of reform and integration—not specific capability drops
12	Client ratings	Will be driven by aggregate, whole-of-programme impacts of reform and integration—not specific capability drops
13	Effectiveness in sourcing key resources	No view of reform and integration milestones that will enable an agile and flexible workforce (e.g. recruitment, surge capacity)
14	Staff ratings on access to information	Improvements in the pipeline over four years, but no path to resolve immediate business challenges (e.g. working in blended teams) and unclear if challenges of integration will be fully resolved over the longer term
15	FTE to passengers and goods cleared	Automation milestones articulated (e.g. deployment of eGates), but no plan for managing workforce impacts (e.g. reductions transitions to other roles)
16	Rankings relative to global benchmarks	Milestones to improve seamless border crossing, trade efficiency and digital enhancements (e.g. dimensions most likely to improve rankings on this measure) articulated at a high level, with key impacts expected in 2017
17	Revenue uplift realised	No articulation of initiatives planned or underway to achieve revenue uplift;
18	Integration efficiency savings realised	Some milestones articulated, but not sufficient to cover the full scope of committed activities (e.g. contracting, corporate streamlining); insufficient detail to instil confidence that savings will be fully realised; no alignment of activities to dollar savings
19	Integration of workforce and culture	Will be driven by the aggregate, whole-of-programme impacts of reform and integration—not specific capability drops
20	Average unit cost for end-to-end processes	No clear articulation today, of how this will be calculated and analysed; significant alignment with business areas is needed

Source: SRG analysis, November 2015

SRG-4. Measures.pptx

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Contents

Measures of success overview

Alignment to SRP Management Plan

Next steps for Phase 2

Appendix
- Summary of FAS feedback
- Measurement requirements
- Contributing milestones from the SRPMP

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To be confirmed

Phase 2 will focus on reporting against the measures

Objectives	Expected outcomes and business value
1 **Establish baselines for all measures where data is available** • Where data is not available, define requirements for establishing baselines by 30 June 2016	• Quantify the impact of reform and integration over time and identify potential slippage early • Use a fact base grounded in data to inform future investment and project prioritisation decisions
2 **Develop targets against the time horizons in the FOM for measures where guidance is available** • Where guidance is ambiguous, collate bottom-up data (e.g. baselines, funded reform deliverables) to inform target-setting and define the process for developing targets as the future operating model is put in place	• Minimise reporting burden on SRG and business teams • Ensure reporting is conducted consistently and reliably to preserve data integrity across reporting periods • Bring the measures of success to life through compelling visual representations of key insights
3 **Build reporting templates (e.g. dashboard) and processes (e.g. data collection guidance) to enable regular reporting to Executive Committee from July 2016**	• Define what success looks like for each measure to enable evaluation of reform and integration outcomes • Set a shared standard of performance across programmes • Ensure that reform and integration spending delivers funded outcomes to business/stakeholders

Draft—for discussion only

Baseline data availability varies across the measures

1 **Baseline data is available within DIBP**

Definition
Data is already reported on, or can be extracted from DIBP systems with ease

Proposed timing
- Data request: January 2016
- Report to EC: March 2016

Early warning measures
- #2 – Staff engagement

Programme success measures
- #1 – Strike rate at the border[1]
- #2 – Unlawful visa holders
- #5 – Voluntary compliance
- #6 – Workforce corruption
- #7 – Traveller transactions
- #9 – Automated decisions
- #16 – Global performance
- #17 – Revenue uplift

Immediate next steps
Send data requests and define baselines

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2 **Significant/additional effort needed to build baselines**

Definition
Data exists, but SRG/business effort is needed to confirm requirements, collect data or integrate data across systems

Proposed timing
Data request: March 2016
Report to EC: May 2016

Early warning/delivery measures
- #1 – Project DICE scores
- #3 – Critical milestone tracking
- #4 – Critical milestone reporting

Programme success measures
- #3 – Border continuum (passenger)
- #4 – Border continuum (trader)
- #8 – Trader transactions
- #10 – Touch points at the border
- #15 – FTE to goods/passengers

Immediate next steps
Work with business to agree next steps

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3 **New data collection Processes needed**

Definition
New business processes need to be agreed and established to collect data

Proposed timing
Data request: As feasible
Report to EC: June-September 2016

Programme success measures
- #11 – Partner ratings
- #12 – Client ratings[2]
- #13 – Lead times to source resources
- #14 – Internal info ratings
- #18 – Integration efficiencies
- #19 – Integrated workforce[3]
- #20 – Average unit cost

Immediate next steps
Develop guidance for new data collection

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1. New data collection is needed for random sampling of passengers 2. Strategic Border Command collects some survey data from clients, but not to the full extent required by the measure
3. To be agreed as SRG's role in change management is further defined
Source: SRG analysis, December 2015

Draft—for discussion only

Proposed immediate next steps for building baselines (1/2)

Early warning and project delivery measures

#	Measure	Data status	Immediate next steps for Phase 2	Contact for data collection
1	DICE scores	Not yet available, but planned to be collected by MCD	Work with SRG/MCD to agree approach for collecting DICE scores and building baselines	N/A
2	Employee engagement	Available – data owned by People Division and ISA Division	Send data request to People and ISA Divisions	s 22(1)(a)(ii) (APSC survey – People Div) s 22(1)(a)(ii) (pulse check – ISA Div)
3	Critical milestones	Draft milestones are in SRPMP, but not regularly reported on by projects	N/A - Establish baselines as part of RPM work	BCG
4	Reporting validity	Draft milestones are in SRPMP, but not regularly reported on by projects	N/A - Establish baselines as part of RPM work	BCG

Programme success measures

#	Measure	Data status	Immediate next steps for Phase 2	Contact for data collection
1	Strike rate	Data available across multiple systems; random sampling of passengers not currently conducted	• Send data request • Work with business to define requirements for implementing random sampling of passengers	Operations Performance and Practice, Strategic Border Command
2	Unlawful visa holders	Data available in CARS Programme Analysis Report (see Teamsite)	• Collate baseline from existing data • Send to Compliance Statistics for validation	Compliance.statistics@border.gov.au
3	Passenger border continuum	Available – data exists across systems	• Send data request	Operations Performance and Practice, Strategic Border Command
4	Cargo border continuum	Available – data exists across systems	• Send data request • Validate approach with Trade business teams	Strategic Border Command Teresa Conolan (SES1 – Trusted Trader)
5	Voluntary compliance	Data available in CARS Programme Analysis Report (see Teamsite)	• Collate baseline from existing data • Send to Compliance Statistics for validation	Compliance.statistics@border.gov.au
6	Workforce corruption	Data available – tracked by Integrity Standards and Assurance Division	• Send data request	Kaylene Zakharoff (SES1 - corruption) s 22(1)(a)(ii) (ESC waivers)

1. We have worked with s 22(1)(a)(ii), an EL subject matter expert in this team, in Phase 1
Source: SRG analysis, December 2015

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Proposed immediate next steps for building baselines (2/2)

Programme success measures

#	Measure	Data status	Immediate next steps for Phase 2	Contact for data collection
7	Traveller transactions	Data available – tracked by Digital Taskforce, Policy Research & Statistics	• Send data request for self-service data • Collate baseline for digital from existing data • Send to Digital Taskforce for validation	s 22(1)(a)(ii) (Digital Taskforce) Policy Research & Statistics
8	Trader transactions	Digital data available (Digital Taskforce), but owner for self-service data unclear	• Send data request for self-service data • Collate baseline for digital from existing data • Send to Digital Taskforce for validation	s 22(1)(a)(ii) (Digital Taskforce) Policy Research & Statistics
9	Automated decisions	Data available for Traveller, but work needed to identify Trade processes to include	• Send data request to Visa statistics • Meet with Trade to discuss next steps	Visa and Citizenship Statistics s 22(1)(a)(ii) (Exec Officer, Trade)
10	Touch points	Data available – initial mapping has been undertaken by enterprise architects	• Send data request to enterprise architects • Validate baseline with business teams	s 22(1)(a)(ii) (Enterprise Architect), cc: Brian Schumacher, Teresa Conolan, s. 22(1)(a)(ii), John Gibbon
11	Stakeholder ratings	New – data not available	• Work with business to define requirements	-
12	Client ratings	New - Client survey is administered by SBC, but new data is needed for this measure	• Send data request for existing survey data • Work with business to define additional requirements	Operations Performance and Practice, Strategic Border Command
13	Lead time	New – data not available	• Work with HR and SBC to determine next steps	Recruitment Team s 22(1)(a)(ii) (surge capacity)
14	Information ratings	New – data not available	• Work with ICTD to define requirements	-
15	FTE ratio	Cost and Pricing Framework will classify roles as needed for this measure, but data unlikely to be available for some time	• Work with s 22(1)(a)(vii) (CAPF lead) to define requirements and next steps	s 22(1)(a)(ii), Finance Division
16	Global benchmarks	Data publicly available	• Collate baselines from existing data	-
17	Revenue uplift	Data available – tracked by Revenue Taskforce	• Send data request	s 22(1)(a)(ii) cc: Erin Dale, Stephanie Cargill
18	Integration savings	New – tracking not currently undertaken	• Work with People, Finance to establish tracking	-
19	Integrated workforce	New – data not available	• Work with SRG to define requirements	-
20	Average unit cost	New – calculation method to be developed	• Work with business to define requirements	-

Source: SRG analysis, December 2015

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Template: Data request

Sample data request email

Good [morning/afternoon] [name]

Background: The Boston Consulting Group is working with Strategic Reform Group to develop a set of 'measures of success' for reform and integration, which will be used to monitor progress, inform trade-off and prioritisation decisions at the portfolio level, and trigger interventions where needed. The measures have been developed in consultation with 50+ SES and EL stakeholders across the business [and were endorsed by Deputies/Executive Committee on XX date].

Data request: We are seeking your assistance in providing data that will inform [XX] measures of success, as described in the attached file. Specifically, could you please provide:
- XX

If you are unable to provide this information, please contact [name] on [phone] to discuss.

Timing: Grateful for this data to be provided by no later than Friday XX January. Please contact me if you will be unable to meet this timeframe.

Many thanks,
[name]

Attachments:
- Measures of success briefing pack, including list of measures
- Measurement requirements template for relevant measures

Source: SRG analysis, December 2015

SRG-4. Measures.pptx

Guidance for data requests

- For most measures, security restrictions will prevent DIBP from sending data to BCG email addresses. As such, data requests should be sent from the SRP mailbox (srp@border.gov.au), an SRG team member or a BCG team member with system access

- Business teams may express concern about sharing data on the basis of confidentiality or concern about how it will be used. It is advisable to copy a senior SRG rep (e.g. SES level) into initial data requests to demonstrate senior approval

- The baselining process may surface gaps or errors in our current view of data requirements, so feedback / validation should be sought from data owners

- Data requests should be batched wherever possible

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25

Key reference documents

File name	Description
Handover Pack – Full Version	Final deliverables from Phase 1 + next steps for Phase 2
Briefing Pack (Dec 2015)	Current, generic briefing pack for describing the measures of success work to clients outside of SRG
BCG folder: Baseline Data *Also filed on SRG G-Drive*	Key data sources received in Phase 1 that can be used to populate strawman baselines, however all baselines formed from these documents should be revalidated with business teams
BCG folder: FAS feedback *Copies also saved in SRP mailbox*	Detailed guidance from FAS-level stakeholders on the proposed measures of success as at November 2015

DIBP Strategy 2020

https://www.border.gov.au/CorporateInformation/Documents/strategy-2020.pdf

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Source: SRG analysis, November 2015

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Contents

Measures of success overview

Alignment to SRP Management Plan

Next steps for Phase 2

Appendix
- Summary of FAS feedback
- Measurement requirements
- Contributing milestones from the SRPMP

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Measures have been validated with 50+ business stakeholders and external experts

Consultation occurred in several forums...

2x FAS drop-in sessions
- Informal discussion groups to consider and debate feedback on proposed measures, attended by 6 FASs

Measures of success consultation paper
- Formal feedback requested from FASs on proposed measures, with responses received from 12 divisions

Alignment with Executive Division through fortnightly reporting working group with SESB1s
- Fortnightly meetings with representatives from Executive Division, Finance Division and SRG to ensure alignment between measures of success and business-as-usual portfolio performance reporting

1:1 consultation with subject matter experts
- Meetings with SES and EL stakeholders from all Groups and Programmes to debate measurement approach for all proposed measures

Expert calls with external experts
- Targeted questions for BCG and external experts in border management, public sector transformation, post-merger integration and culture change

...with positive and consistent feedback

There is a recognised need to report on measures
- Good awareness of the intent of reform and integration but a 'big picture' view of expected impacts is lacking

Positive feedback for the approach taken to measures
- Support for the mix of leading and lagging indicators, and use of early warning, delivery and programme success measures
- Broad alignment that measures are targeted at high value components of reform and integration

Strong emphasis on ensuring measurement is not unduly burdensome for business
- Need to explicitly consider the trade-off between data collection effort and business value of reporting
- Existing data collection processes should be leveraged wherever possible

Guidance received about ensuring measures are simple and digestible
- Need to balance comprehensively capturing the reform and integration agenda with a sharp and targeted focus

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Back-up: Consultation with 50+ experts in Phase 1

SES engagement

Name	Position
Charlotte Tressler	First Assistant Secretary, Strategic Reform Programme
s 22(1)(a)	a/g First Assistant Secretary, Strategic Reform Programme
Stephen Allen	Assistant Commissioner, Border Management Division
Gavin McCairns	First Assistant Secretary, Identity and Biometrics
M ke Milford	First Assistant Secretary, Major Capability Division
Phil Thurbon	First Assistant Secretary, Digital Channels Taskforce
Steven Groves	Chief Finance Officer, Finance Division
Linda Geddes	First Assistant Secretary, Traveller, Customs and Industry
Michael Noonan	Commander, Maritime Border Command
Tara Cavanagh for Jim Williams	First Assistant Secretary, Visa & Citizenship Management
Randall Brugeaud	First Assistant Secretary, ICT Division
Lisa Harris	Assistant Secretary, External Budgets
Stephanie Cargill	Assistant Secretary, Internal Budgets
Ben Evans	Assistant Secretary, Strategy
Agnieszka Holland	Assistant Secretary, Governance & Performance Evaluation
Janice Wykes	Assistant Secretary, Policy Research and Statistics
s 22(1)(a)(ii)	a/g Assistant Secretary, Policy Research and Statistics
Teresa Conolan	Assistant Secretary, Trusted Trader and Industry
s 22(1)(a)(ii)	Assistant Secretary, Trade and Customs
John Gibbon	Assistant Secretary, Traveller
Brian Schumacher	Assistant Secretary, Future Traveller Capability
Paul Cross	Assistant Secretary, Enterprise Biometrics
Peter Richards	Assistant Secretary, Caseload Assurance
s 22(1)(a)(ii)	a/g Assistant Secretary, Risk and Assurance
Kaylene Zakharoff	Assistant Secretary, Integrity and Professional Standards
Paul Farrell	Assistant Secretary, Corporate Reform Taskforce
Michael Minns	Assistant Secretary, Intelligence and Identity
s 22(1)(a)(ii)	a/g Assistant Secretary, Digital Business Strategy
Erin Dale	Commander, Customs Compliance
Anthony Corbitt	Assistant Secretary, Operational Capability
Christine Dacey	Assistant Secretary, Network Planning and Support
Sean Hugo	Assistant Secretary, ICT Infrastructure Operations
s 22(1)(a)(ii)	Commander, Operational Strategies Branch

Subject matter expert engagement

Name	Branch/Section
s 22(1)(a)(ii)	External Budgets and Revenue
s 22(1)(a)(ii)	Management Accounting
s 22(1)(a)(ii)	Internal Budgets and Reporting
s 22(1)(a)	Internal Budgets and Reporting
s 22(1)(a)(ii)	Internal Budgets and Reporting
s 22(1)(a)(ii)	Performance Evaluation
s 22(1)(a)	Trade and Customs Branch
s 22(1)(a)(ii)	Digital Forms
s 22(1)(a)	Enterprise Architecture
s 22(1)(a)(ii)	Connected Information Environment
s 22(1)(a)(ii)	Customs Compliance
s 22(1)(a)	ABF 2020
s 22(1)(a)(ii)	ABF 2020
s 22(1)(a)(ii)	Workforce Management
s 22(1)(a)(ii)	Workforce Management
s 22(1)(a)(ii)	Strategic Border Command
s 22(1)(a)	Visa and Citizenship Statistics
s 22(1)(a)(ii)	Compliance Analysis and Research Section
s 22(1)(a)(ii)	Trade and Customs Statistics
s 22(1)(a)(ii)	Strategic Border Command
s 22(1)(a)	Recruitment

External expert engagement

Name	Position
s 22(1)(a)(ii)	BCG Principal, public sector expert
s 22(1)(a)(ii)	BCG Senior Partner, culture expert
s 22(1)(a)(ii)	BCG Principals, border management experts
s 22(1)(a)	Institute of Government UK
s 22(1)(a)(ii)	BCG Partner, post-merger integration expert

Draft—for discussion only

Summary of FAS feedback
General comments (1/2)

Stakeholder	Feedback	Action and rationale	Status
FAS Drop-in #1 Gavin McCairns	Need to think about how measures will be reported, e.g. What will a 1-page automated dashboard look like?	Agreed – To be developed in Phase 2	Resolved
	Think about how to predict success (e.g. BRIS data), efficiency, effectiveness	Noted – No further action	Resolved
	Balance of leading and lagging indicators is useful, and there is potentially room for more leading indicators	Noted – None added at this stage, given high number of existing measures	Resolved
	Need to clarify how measures relate to other business activities • Relationship with portfolio performance reporting needs to be clearer • How is reporting distinct from that in Capability Coordination Branch?	Clarified in Deputies Committee paper	Resolved
	People should be a distinct area of focus – critical indicator of success	Captured in measures #2 and #19	Resolved
FAS Drop-in #2 Mike Milford, Phil Thurbon, Christine Dacey, Sean Hugo	Comfortable to delete measures on project resourcing, project funding, public perceptions, strike action and red tape	Measures removed from list	Resolved
	Workforce metrics should focus on change fatigue	Noted – Emphasised in measure #2	Resolved
	Measure on strike action is only relevant during enterprise negotiation	Measure removed from list	
	Measures should be linked to clear actions and interventions	Noted – To be considered as reporting approach is developed in Phase 2	Resolved
	Guidance on terminology • Digital by Design should be used instead of Digital by Default	Language changed in materials	Resolved
	Proposed innovation measure (perception of innovative culture) has limited business value – topic is being considered by Mike Milford	Measure of innovation replaced with measure of agility	Resolved
Visa & Citizenship Tara Cavanagh for Jim Williams	A number of measures go to 'reform and integration projects'. Will any of our projects be included under this banner and, if so, what implications will this have for reporting/monitoring, etc.	Scope limited to funded reform and integration, although impacts on some measures will be 'super-charged' if Reform 3.0 is funded	Resolved
Steven Groves	There are a lot of references to integration – are we really talking reform and moved on from integration	Measures are intended to cover full scope of reform <u>and</u> reform	Resolved

Source: DIBP interviews, measures of success consultation process (October-November 2015)

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Summary of FAS feedback
General comments (2/2)

Stakeholder	Feedback	Action and rationale	Status
ICT Division	There are too many measures. Even the target 20-25 is too much, staff will be spending a lot of their time taking measurements. The ATO had around 8 or 9 measures, ICTD would recommend we aim for something similar	Noted – Measures will likely be reduced over time as business value realised or R&I activities wrap up	Resolved
	A number of the proposed measures are enabled by ICT (14-18 in particular), yet there is no measure that can demonstrate the value that ICT can provide i.e. realisation of business benefits, etc. Instead, measure 24 looks to ICT (and other corporate areas) for financial savings. We need to demonstrate the value of ICT as a departmental profit centre, rather than just another cost centre. In general cost efficiency measures need to be properly considered against benefits as they run the risk of conflicting with performance improvement measures that will require an initial investment to achieve those future benefits	Noted – Value of ICT is currently captured in successful delivery of reform projects, and particularly in #14 (staff ratings on information)	Resolved
	ICTD would recommend including a measure of the online visa lodgements as a percentage of total applications. It could be placed under item 16 if "trader" was removed from the description	Noted – This is already included in measure #7	Resolved
Other	There appears to be limited consultation of ABF to this point and that should be addressed in future iterations of the work (Maritime Border Command)	Addressed through additional consultation across ABF	Resolved
Traveller, Customs and Industry Policy Division	Context and purpose – please clarify why 'Measures of Success' are required and how they are useful i.e. what gap are they filling in the suite of existing corporate documents designed to reflect organisational performance?	Clarified in Deputies Committee paper	Resolved
	To enable clear reporting, in addition to Strategy 2020, can we clarify how measures relate to PBS and Divisional/Branch plans. 'Approach' indicates comparison of Measures with other strategic documents has been completed and that Measures are bottom up. Can this alignment be demonstrated visually?	Clarified in Deputies Committee paper	Resolved
	Paper only references ATT against 'digital improvement'. As a trade facilitation, and compliance management programme, ATT should be referenced far more, including against information sharing, security, compliance, intelligence and risk	Clarified in Deputies Committee paper	Resolved
	A key measure of success for ATT will be how many Intel targeting resources can be shifted away from 'assessing' and 'clearing' trusted entities in the system, to allow greater focus on high risk and unknown entities.	Noted – Consider approach for incorporating into measure #15 or #9 before Phase 2	In progress

Source: DIBP interviews, measures of success consultation process (October-November 2015)

Draft—for discussion only

Summary of FAS feedback
Measure-specific comments (1/3)

#	Measure	Feedback	Action and rationale	Status
1	DICE scores	How will data collection work? (Phil Thurbon)	To be agreed over coming months with Major Capability Division	In progress
2	Staff engagement	Call out change fatigue (Christine Dacey)	Added to measure description	Resolved
		Will need to align with MCD/CCD activity (Mike Milford)	Continue to work with MCD	Resolved
3	Critical milestones	Likelihood that reform and integration projects will meet impact-bearing milestones on time is a little simplistic, there are a number of acceptable reasons why projects will slip. This measure will need to be balanced against the achievement of business benefits. Also as a general comment, I think that the programme/project delivery measures should be reported by MCD/ICTD rather than the SRO (Steven Groves)	Noted – Clarified in Deputies Committee paper	Resolved
		If this is about delivery why don't we focus on actual delivery rather than expected delivery? (Steven Groves)	Agreed– Measure now captures forecast and actual	Resolved
4	Reporting validity	This will be closely aligned with MCD/CCB activity

Seems a bit complicated and if we re-focussed measure 5 on actual delivery (or not) you may not need | Noted – Continue to align with Major Capability Division | Resolved |

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Source: DIBP interviews, measures of success consultation process (October-November 2015)

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Summary of FAS feedback
Measure-specific comments (2/3)

#	Measure	Feedback	Action and rationale	Status
1	Strike rate	VRA is mentioned in the rationale but it is unclear how VRA contributes to the draft measure considering granting of a visa is more often than not a prerequisite for getting to the border (Tara Cavanagh)	VRA removed from description	Resolved
		"conversion rate" may be more clearly understood if it was termed something like "Percentage of referred passengers and goods that resulted in adverse action being taken". (ICTD)	Language changed to 'strike rate'	Resolved
2	Unlawful visa holders	What is the tolerance threshold for unlawful? (Phil Thurbon)	Align to CARS standard of reporting overstays exceeding 14 days	Resolved
		looks to evaluate the effectiveness of reforms to visa and citizenship processes, however it would be difficult to draw a link between proposed reforms and the fact that clients may become unlawful (Tara Cavanagh)	Noted – Impact minor, but likely to increase if Reform 3.0 is funded	Resolved
		Needs to be thought through, what are we trying to understand by this metric? Simply measuring the mix of lawful to unlawful visa holders is a little simplistic, human beings are complex and there are a variety of reasons why a visa holder may become unlawful (ICTD)	Clarified in Deputies Committee paper	Resolved
3	Passenger border continuum	Where does this capture interventions from airline liaison officers?	Noted – Pre-border activity	Resolved
		Draft measure looks at people stopped pre-border using visa refusals as a likely statistic. This needs to be clear that not all refusals will occur pre-border and as such they may also like to examine onshore refusals as part of any post border measure (Tara Cavanagh)	Noted – Clarified in measurement req'ments	Resolved
4	Cargo border continuum	Difficult to measure improvements as we don't stop cargo pre-border (Stephen Allen)	Noted – Confirm with business teams before Phase 2	In progress
5	Voluntary compliance	need to consider in the reform 3.0 context in respect of box 3 in the reform diagram (Tara Cavanagh)	Noted	Resolved
		we haven't considered over stayers who leave the country themselves without approaching the department or first getting a bridging visa. This is also a measure of success (ICTD)	Noted – Clarified in measurement req'ments	Resolved
6	Workforce corruption	This measure should also count the number of OSA waivers granted	Add to the measure	Resolved
		"incidences" should be "incidents". This also appears elsewhere in the document and we would recommend a global search for consistency (ICTD)	Language changed	Resolved

Source: DIBP interviews, measures of success consultation process (October-November 2015)

Draft—for discussion only

Summary of FAS feedback

Measure-specific comments (3/3)

#	Measure	Feedback	Action and rationale	Status
8	Trader transactions	Could measure call centre volumes (e.g. increased call centre volumes may indicate poorer digital services)	Noted as a next step	Resolved
		measures that go to 'take-up' of online services need to consider measuring against those eligible to use the service (Tara Cavanagh)	Clarified in one-pager	Resolved
9	Automated decisions	I think goes to work in Christine's branch around EQuIP and other tools to support quality assurance processes (Tara Cavanagh)	Noted – no further action	Resolved
10	Touch points	No comments	No comments	N/A
11	Stakeholder ratings	- suggests surveying SDPs– I don't know if this sits well as they are contracted and so deliver a service – they are not a partner in this sense (Tara Cavanagh) - May be interesting to separate ABF and DIBP ratings (Stephen Allen)	Noted – removed from description; measure set up to track both DIBP and ABF	Resolved
12	Client ratings	suggests we could survey clients after they have 'completed an application form'. This could be a consideration for many initiatives under reform 3.0, particularly in the digital space (Tara Cavanagh)	Noted – no further action	Resolved
		ICT would recommend removing the last dot point: people's assessment of us after a negative outcome will typically be negative (ICTD)	One-pager updated to clarify intent	Resolved
13	Global benchmarks	Integrity operations relative to 5-country counterparts will be challenging, unless we have the same metrics as our international counterparts and all of us are willing to share the data, then this metric will be impractical (ICTD)	Noted – integrity operations will be noted as a next step	Resolved
14	Lead time	No comments	No comments	N/A
15	Information ratings	No comments	No comments	N/A
16	FTE ratio	in measuring the number of staff required to facilitate entry of persons across the border, this needs to be carefully worded so as not to imply resource reduction will follow as integration should be focussed on the changing nature of the work our staff do and not about reducing numbers (Tara Cavanagh)	Noted – language clarified	Resolved
17	Revenue uplift	Revenue uplift targets are unlikely to be met (Stephen Allen)	Noted	Resolved
18	Integration savings	I am not sure who is formally tracking this (Steven Groves)	Noted	Resolved
19	Integrated workforce	No comments	No comments	N/A
20	Average unit cost	Good support for this measure (Stephen Allen)	Noted	Resolved

Source: DIBP interviews, measures of success consultation process (October-November 2015)

Draft—for discussion only

Contents

Measures of success overview

Alignment to SRP Management Plan

Next steps for Phase 2

Appendix
- Summary of FAS feedback
- Measurement requirements
- Contributing milestones from the SRPMP

Draft—for discussion only

#1 - Likelihood of project success based on DICE scores
Early warning measure

Proportion of reform and integration funding allocated to projects with DICE® scores in (i) win, (ii) worry, and (iii) woe ranges

Purpose

DICE scores will provide a regular, independent and consistent measure of the likelihood that reform and integration projects will succeed in meeting critical milestones by assessing core contextual factors that underpin project success (e.g., team composition, senior leadership commitment)

By tracking DICE scores over time, Strategic Reform Group will be able to monitor and influence organisational variables that are critical to reform and integration programme success, and trigger interventions early to prevent milestone slippage and/or project failure

Definition

DICE® scores will be obtained for all projects in scope of the SRG Management Plan

DICE® is a BCG methodology that predicts project outcomes based on 4 variables:

- Duration to the next milestone
- Integrity of the project team
- Commitment from (i) senior leadership and (ii) team members
- Effort needed that is additional to normal working requirements

There are three ranges for DICE® scores:

- Win (7-13): Project is expected to be highly successful
- Worry (14-17): Project is expected to have mediocre outcomes
- Woe (18-28): Project is expected to be highly unsuccessful

Further detail about the DICE® methodology is available at: http://dice.bcg.com

Proposed owner(s)

Lead owner: Strategic Reform Group
Secondary owners: Major Capability Division

Assessment of measure quality

Total	16	Measure complies with all design criteria
Strategy	4	Predicts reform and integration programme success
Measurability	4	Quantifiable, simple to administer, standardised calculation approach
Enterprise focus	4	Applicable to all reform and integration projects
Value focus	4	Indicator of success for all major reform and integra ion initiatives

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
DICE scores from Readiness Review (May 2015)	BCG (previous work)	High	SRG	One-off
DICE scores for smoothed portfolio (Nov 2015)	New – to be established	Medium	SRG	Quarterly

Calculation guidance

Data collection: DICE® scores will be obtained from interviews with at least 2 members of each project team, including the project manager. Interviews will be conducted by an impartial external party (e.g., SRG) using a standard scoring sheet (see back-up). Scores will be calculated using the tool at http://dice.bcg.com

Formula: DICE® scores can be calculated manually using the formula = $d + 2i + 2c_1 + c_2 + e$, where d is the duration score, i is the integrity score, c1 is the senior leadership commitment score, c2 is the team commitment score, and e is the effort score

Baseline

- Pre-smoothing: DICE scores from ~30 projects in BCG's Readiness Review (May 2015)
- Post-smoothing: DICE scores collected for the SRG Management Plan (November 2015)

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Quarterly

- DICE scores will be recalculated quarterly for all projects
- Distribution of DICE scores will be represented by funding value (e.g. X% of funding in win, Y% in woe)

Next steps and key issues

- Agree approach for data collection with SRG and MCD, noting that collecting DICE scores will require a significant and regular commitment from both areas

Draft—for discussion only

Back-up: DICE® scoring sheet

Q1 Duration

For your project, what is the duration between major checkpoints?

1. <2 months
2. 2-4 months
3. 4-8 months
4. >8 months

Comments:

_____

Q2 Integrity

How would you rate your project team in terms of the number of staff needed, mix of skills, willingness to be part of the team, leadership, clarity of objectives and motivation?

1. Very good
2. Good
3. Average
4. Poor

Comments:

_____

Q3 Senior Commitment

How visible is senior management's commitment to the project?

1. Clearly communicates need
2. Seems to want success
3. Neutral
4. Reluctant

Comments:

_____

Q4 Local (business) Commitment

How committed are local staff (i.e. those who will be affected by the change) to the project?

1. Eager
2. Willing
3. Reluctant
4. Strongly reluctant

Comments:

_____

Q5 Effort

How much additional effort is required from local staff (in the business) to realise the benefits of the project?

1. <10%
2. 10-20%
3. 20-40%
4. >40%

Comments:

_____

Plot your project DICE score

Draft—for discussion only
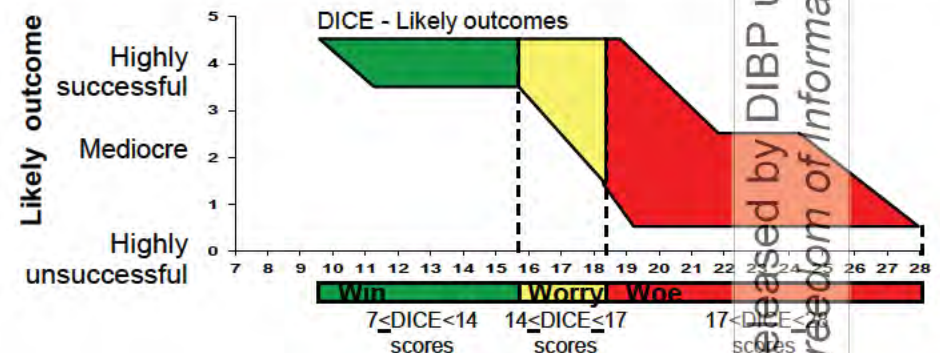
#2 – Employee engagement and readiness for change
Early warning measure

Average scores on change-related dimensions of the Nous Pulse Check and APSC Employee Census surveys

Purpose

Employee engagement is critical for organisational success. It is important to monitor in the context of major transformation programmes given the elevated risk of low morale, change fatigue and staff dissatisfaction—each of which can impede the success of transformation

This measure will enable Strategic Reform Group to monitor employee attitudes over time, with an emphasis on readiness for change. In doing so, it will be able to identify potential workforce issues that require resolution, communicate concerns to senior management for action, and facilitate targeted interventions where needed

Definition

Noting the importance of leveraging existing data and reporting processes where possible, this measure will report on employee engagement and readiness for change based on the annual survey results from the Nous Pulse Check (administered by ISA Division) and the APSC Employee Census (administered by People Division):

Nous Pulse Check: Report average scores on the Change Readiness Index for each dimension (awareness, understanding, buy-in and commitment) and on the Leadership Commitment Index, with a focus on changes over time

APSC Employee Census: Report average scores on statements related to integration and reform, with a focus on changes over time. Statements include (but are not limited to): I enjoy the work in my current job, senior leaders effectively lead and manage change, change is managed well in my agency

Proposed owner(s)

Lead owner: Strategic Reform Group
Secondary owners: Integrity and Professional Standards Branch; People Division

Assessment of measure quality

Total	16	Measure complies with all design criteria
Strategy	4	Staff engagement is a key enabler of reform and integration success
Measurability	4	Surveys are established, with quantitative data
Enterprise focus	4	Surveys reach all staff
Value focus	4	Employee engagement is a major driver of successful integration

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Annual Nous Pulse Check survey results	Survey results provided to ISA Division	High	Integrity and Professional Standards Branch	Annually
Annual APSC Employee Census survey results	Survey results provided to People Division	High	People Division	Annually
APS benchmarks on APSC Employee Census questions	Survey results provided to People Division	High	People Division	Annually

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the survey results provided to the Department by Nous Group and the APSC

Baseline

- Pre-integration: 2014 survey results, as collected separately for the former Customs and Immigration agencies
- Post-integration: 2015 survey results, as collected for the merged Department of Immigration and Border Protection

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Annually

- Given this measure has several contributing items, exception-based reporting should be used to identify (i) significant changes from previous reporting periods, or (ii) persistent issues of concern
    - For the Nous Pulse Check, the distribution of change readiness scores (ready, agnostic or resistant) should be reported each period, with deep-dives on each component of the Change Readiness Index only when issues arise
    - For the APSC Survey, specific questions should be reported when they are identified as significantly lower than benchmarks for similar APS agencies
- Results should be analysed by Group and APS level to identify potential hot-spots of concern

Next steps

- Send data request to People Division, Integrity and Professional Standards Branch

Draft—for discussion only

#3 – Likelihood that critical milestones will be met on time
Project delivery measure

Likelihood that reform and integration projects will meet critical milestones on time

Purpose

The SRG Management Plan articulates the most critical milestones for each programme for successful delivery of reform and integration. It will simplify executive discussion about reform and integration progress and tie performance directly to business outcomes

By monitoring performance against key critical milestones, Strategic Reform Group can trigger targeted interventions early to prevent slippage. Additionally, by maintaining a portfolio-wide view, this measure will ensure that issues which cut across multiple programmes are addressed to minimise adverse impacts on interdependent projects

Definition

This measure tracks the achievement of all critical decision, output and outcome milestones identified in the SRG Management Plan. It has three perspectives:
- Retrospective view: Number and proportion of milestones (by programme) that were scheduled to be delivered in the previous month, but were not delivered
- Current view: Number and proportion of milestones (by programme) that are scheduled to be delivered in the current month and are on track
- Forward view: Number and proportion of milestones (by programme) in the next month that are at risk of slippage

Proposed owner(s)

Lead owner: Strategic Reform Group
Secondary owners: Major Capability Division

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Early indicator of reform and integration project delivery success
Measurability	3	Measurable data, but some subjectivity in assessing milestones
Enterprise focus	4	Applicable to all reform and integration projects
Value focus	4	Timely delivery is a major driver of successful reform and integration

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
List of all critical milestones in scope of the SRG Management Plan for the previous, current and next quarter	New – SRG Management Plan	High	SRG	Monthly
Status reporting against critical milestones in the previous, current and next quarter	New – Reporting inputs to SRG Management Plan	Medium	MCD	Monthly

Calculation guidance

- Milestones are considered slipped if output was not delivered in the month for which it was scheduled
- Assessment of milestone performance will be made by Project Managers and validated by SROs

Baseline

SRG Management Plan – The 'source of truth' for milestone timing will be the SRG Management Plan, as milestones are reported and tracked over time (to be determined in early 2016)

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Monthly

- This measure is the aggregation of traffic light reports on individual milestones
- This measure should be reported alongside measure #4 (predictive validity of reporting)
- Commentary for slipped milestones should be provided by MCD to draw out areas of potential concern vs. reasonable and expected slippage

Next steps

- Confirm SRG's approach to milestone reporting in early 2016
- Define tolerance threshold for 'on time' (e.g., after what period is a milestone deemed to have slipped?)
  - Is the threshold the same for each type of milestone (decision, output, outcome)
- Align calculation and reporting guidance to the implementation approach for SRG Management Plan

Draft—for discussion only

#4 – Predictive validity of project reporting
Project delivery measure

Proportion of slipped critical milestones that were reported green, amber and red in the preceding three months

Purpose

Project status reporting is undertaken by Project Managers on a self-report basis using a traffic light system (e.g., green = on track, amber = at risk, red = off track). This measure is designed to provide a validity check on milestone status reporting by assessing the frequency with which milestone slippage is preceded by amber or red reporting

In doing so, it will assess the reliability of project status reporting (which in turn strengthens executive confidence in project management and delivery), and remove incentives for under-reporting of risks (e.g., reluctance to report amber or red milestones)

Definition

This measure identifies all critical milestones, as per the SRG Management Plan, that slipped in the previous month, and calculates the proportion of milestones that were reported as on track, at risk, or off track in the three months prior to slippage

All critical milestones identified in the SRG Management Plan that slipped in the last quarter (e.g., scheduled to be delivered in the month, but not delivered) are in scope for this measure

Proposed owner(s)

Lead owner: Strategic Reform Group
Secondary owners: Major Capability Division

Assessment of measure quality

Total	16	Measure complies with all design criteria
Strategy	4	Effective reporting is critical to ensuring successful project delivery
Measurability	4	Measurable, with data available from existing sources
Enterprise focus	4	Applicable to all reform and integration projects
Value focus	4	Effective reporting is critical to ensuring successful project delivery

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
List of all slipped milestones in scope of the SRG Management Plan for previous quarter	New – SRG Management Plan	Medium	SRG	Monthly
Status reporting against critical milestones in the previous three quarters	New – Reporting inputs to SRG Management Plan	Medium	MCD	Monthly

Calculation guidance

- Milestones are considered slipped if the expected output was not delivered within the month for which it was scheduled

Baseline

To be established – The baseline for this measure will be constructed from the first status reports provided against the SRG Management Plan

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Monthly

- This measure will display the proportion of slipped milestones that were reported red, amber and green in the two quarters prior to slippage
  - SRG will analyse data by sub-programme and cluster to identify systematic issues by area
  - SRG will analyse data by milestone type to detect content-specific issues
- Commentary for slipped milestones should be provided by MCD to draw out areas of potential concern vs. reasonable and expected slippage

Next steps

- Define tolerance threshold for 'on time' (e.g., after what period is a milestone deemed to have slipped?)
  - Is the threshold the same for each type of milestone (decision, output, outcome)?
- Align calculation and reporting guidance to the implementation approach for SRG Management Plan and MCD reporting processes

Draft—for discussion only

#1 – Strike rate at the border for intelligence-led searches
Programme success measure

Strike rate for intelligence-led searches of passengers and cargo, relative to intuitive selection and random sampling

Purpose

This measure will assess the effectiveness of intelligence-led searches (e.g. those originating from alerts) in detecting threats at the border relative to non-targeted search methods, and will track improvements over time from intelligence capability enhancements (analytics, risk profiling) and information accessibility initiatives (CIE)

Definition

Strike rate at the border will be calculated for passengers and cargo, based on the number of positive outcomes (e.g. hits) as a proportion of all searches performed for:
- Intelligence-led searches (e.g. searches triggered by alerts)
- Intuitive selection (e.g. searches based on human factors)
- Non-targeted searches (e.g. random sampling)

For each search type, two components will be reported:
- Ratio of positive to negative outcomes (as per existing ABF definitions)
- Ratio of significant to non-significant outcomes (as per existing ABF definitions)

Primary strategic response

We will use an intelligence-led, risk-based approach to strategic decision making and operations

Proposed owner(s)

Strategic Border Command, ABF Operations

Contributing projects

- Risk, Intelligence and Information programme
- Identity and Biometrics programme

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Clear link to funded reform activity and Strategy 2020 objectives
Measurability	3	Quantifiable, but requires integration across multiple systems
Enterprise focus	4	Focused on portfolio level outcomes
Value focus	4	Captures significant capability enhancements in intelligence programme

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Passengers				
Intelligence-led searches: Number of searches and posi ive outcomes (by significance)	BAGS database	High	Strategic Border Command	Real-time updates
Intuitive selection: Number of searches and positive outcomes (by significance)		High		
Random sampling: Number of searches and posi ive outcomes (by significance)	New – to be established	Low	Strategic Border Command	Annually
Cargo				
Intelligence-led searches: Number of searches and posi ive outcomes (by significance)	EXAMS database	High	Strategic Border Command	Real-time updates
Intuitive selection: Number of searches and positive outcomes (by significance)		High		
Random sampling: Number of searches and posi ive outcomes (by significance)		High		

Calculation guidance

- Strike rate should be calculated in accordance with ABF Operations' existing reporting protocols

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where possible

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Quarterly

- This measure will be reported alongside measures which assess detections along the border continuum to understand changes and trends in border threats from a holistic perspective

Next steps

- Send data request to Strategic Border Command (SBC)
- Work with SBC, ABF Operations to assess the feas bility of random sampling for passengers

Draft—for discussion only

#2 – Proportion of visa holders that become unlawful
Programme success measure

Proportion of visa holders that become unlawful or criminal

Purpose

Noting the significant cost and effort to the department of resolving cases of unlawfulness, this measure evaluates the Department's effectiveness in incentivising and enforcing compliance with visa conditions. In particular, it is an indirect indicator of the quality of decision making during application stages (e.g. how often are visas issued to applicants who ultimately become unlawful?) and downstream stages (e.g. how well does DIBP predict unlawfulness and criminality) of the visa and citizenship process

Definition

This measure is calculated for all visa holders (e.g. temporary entrants) that become unlawful (e.g. overstays of 14+ days, cancellations) or criminal (e.g. charged with a serious criminal offence under Australian law). It has two components:
- Ratio of lawful to unlawful visa holders
- Number of visa holders charged with serious criminal offences (12m+ prison term)

Primary strategic response

We will use an intelligence-led, risk-based approach to strategic decision making and operations

Proposed owner(s)

Visa and Citizenship Management; Immigration and Citizenship Policy

Contributing projects

- Visa Risk Assessment
- ICUE (e.g. consolidated view of risk, globalised risk profiles)

Assessment of measure quality

Total	14	Measure complies with design criteria, but some gaps
Strategy	4	Broadly consistent with the intent of Strategy 2020
Measurability	3	Measurable, but causes of unlawfulness may originate post-decision
Enterprise focus	3	Primarily focused on Visa and Citizenship activity
Value focus	4	Focused on a high risk, high impact and high value business area

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Number of visa holders	CARS databases	High	Compliance Analysis, Policy Research and Statistics Branch	Quarterly
Number of visa holders that become unlawful (e.g., overstay+ days or visa cancellation), excluding unlawful arrivals				
Number of visa holders (i) charged with any crime under Australian law				

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the protocols adopted by the Policy Research and Statistics Branch

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where possible

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Quarterly

- This measure may be reported by visa type (e.g., work, student), breach type (e.g., overstay, character cancellation), nationality and location if systematic patterns or trends are identified

Next steps

- Send data request to Compliance Statistics

Draft—for discussion only

#3 –Passenger threats across the border continuum
Programme success measure

Proportion of passenger threats identified (i) pre-border, (ii) at-border and (ii) post-border

Purpose

Passenger threats detected at- and post-border present substantially greater risk, cost and effort to the Department than pre-border detections. This measure assesses the impact of a suite of capability reform projects on DIBP's ability to truly treat the border as a continuum by making better decisions about travellers earlier (e.g., increase pre-border detections and decrease at-border and post-border breaches)

Definition

This measure assesses the number and proportion of passenger threats detected at each stage of the border continuum: pre-border (prior to arrival), at border (airports or seaports) and post-border (after clearing customs). Examples of detections at each stage include:
- **Pre-border:** Travellers denied a visa or who withdraw a visa application
- **At-border:** Travellers turned back at the border (e.g. no valid visa, visa refusals, carrying proh bited goods); illegal maritime arrivals (IMAs)
- **Post-border:** Travellers whose visas are cancelled after clearing the border (e.g. violation of visa conditions) or are found to have smuggled prohibited items

Primary strategic response

We will treat the border as a continuum, rather than a physical boundary

Proposed owner(s)

N/A – shared accountability

Contributing projects

- Risk, Intelligence and Information sub-programme
- Visa Risk Assessment
- Compliance & Enforcement sub-programme (e.g. at border CCTV, x-rays, scanners)

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Clear link to reform and integration objectives and *Strategy 2020*
Measurability	3	Quantifiable, but may require integration across multiple data systems
Enterprise focus	4	Aligns with whole of portfolio level outcomes
Value focus	4	Captures the impact of significant intelligence capability reform

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

1. Detention, Regional Processing and Community Reporting
SRG-4. Measures.pptx

Information required

Component description	Data source	Availability	Data owner	Frequency
Pre-border detections				
Number of pre-border visa refusals	CARS data	High	Compliance Analysis & Research Sec ion	Quarterly
Number of visa wi hdrawals		High		Quarterly
At-border detections				
Number of unlawful arrivals (incl. IMAs, Refused Immigration Clearance, excluding illegal fishers)	DRPC[1] reporting	High	Compliance Analysis & Research Sec ion	Quarterly
Number of posi ive outcomes for travellers searched at the border	BAGS database	High	Strategic Border Command	Quarterly
Post-border detections				
Number of visa cancella ions	CARS data	High	Compliance Analysis & Research Sec ion	Quarterly
Number of people who overstay for 14 days+	CARS data	High	Compliance Analysis & Research Sec ion	Quarterly
Number of referrals on departure	MR/RF mainframe	High	Border Statistics	Quarterly
Number of post-border seizures by the AFP	AFP	Low	External	Annually

Calculation guidance

No calculation is required by Strategic Reform Group – data should be reported as per the protocols and definitions adopted by the relevant business areas

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where poss ble

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: July 2016	End date: N/A	Frequency: Quarterly

- This measure should be aggregated for total passenger threats detected pre-, at- and post-border, and broken down by threat type on an exception basis

Next steps

- Send data request to compliance.statistics@border.gov.au and Strategic Border Command

Draft—for discussion only

43

#4 – Cargo threats across the border continuum
Programme success measure

Detection of cargo threats (i) pre-border, (ii) at-border and (ii) post-border

Purpose

Cargo threats detected at- and post-border present substantially greater risk, cost and effort to the Department than pre-border detections. This measure assesses the impact of a suite of capability reform projects on DIBP's ability to truly treat the border as a continuum by making better decisions about cargo earlier (e.g., increase pre-border detections and decrease at-border and post-border breaches)

Definition

This measure assesses the number and proportion of cargo threats detected at each stage of the border continuum: pre-border (prior to arrival), at border (ports) and post-border (after clearing customs). Examples at each stage include, but are not limited to, :

- **Pre-border:** Import permits refused before shipping
- **At-border:** Cargo seized upon inspection at the border
- **Post-border:** Prohibited goods (e.g. drugs, weapons) seized in Australia and judged to have arrived from overseas

Primary strategic response

We will treat the border as a continuum, rather than a physical boundary

Proposed owner(s)

N/A – shared accountability

Contributing projects

- Risk, Intelligence and Information sub-programme
- Identity and Biometrics sub-programme
- Visa Risk Assessment
- Compliance & Enforcement sub-programme (e.g. at border CCTV, x-rays, scanners)

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Clear link to reform and integration objectives and Strategy 2020
Measurability	3	Quantifiable, but will require integration across multiple data systems
Enterprise focus	4	Aligns with whole of portfolio level outcomes
Value focus	4	Captures the impact of significant intelligence capability reform

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Number of shipments refused import permits, or threats reported/identified in transit (pre-border detec ions)	Integrated Cargo System	High	Strategic Border Command	Quarterly
Number of detections reported by trusted traders (pre-border)	New – to be established through Trusted Trader	Low	Trade and Customs Branch	Quarterly
Number of detections at border	BAGS	High	Strategic Border Command	Quarterly
Number of seizures post-border	Australian Federal Police	Low	External	Annually

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the protocols adopted by the relevant business areas

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where possible

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: July 2016	End date: N/A	Frequency: Quarterly

- This measure should be aggregated for total cargo threats detected pre-, at- and post-border, and broken down by threat type on an exception basis

Next steps

- Send data request to Strategic Border Command, cc: Trade and Customs Statistics
- Validate with Teresa Conolan (Assistant Secretary, Trusted Trader and Industry Branch)
  - How will this measure need to change to capture the impact of Trusted Trader?
  - What is the best level of measurement (e.g. number of detections / shipments / items)

Draft—for discussion only

#5 – Ratio of voluntary to involuntary status resolution
Programme success measure

Ratio of voluntary compliance to involuntary status resolution for visa holders

Purpose

Through the Portfolio Budget Statement, DIBP commits to maintaining voluntary compliance as the primary approach to resolving immigration status for non-citizens. This measure is designed to track the effectiveness of self-compliance incentives arising from visa reform, with a particular focus on the expected impacts of Reform 3.0

Definition

This measure applies to all visa holders (e.g. non-citizens and temporary entrants) that become non-compliant with visa conditions (e.g. overstaying, breach of conditions). Within this cohort, this measure tracks the proportion of individuals that::
- Become compliant voluntarily (e.g. Assisted Voluntary Returns, voluntary removals, voluntarily obtained bridging visas)
- Become compliant after prompting (e.g. involuntary removals or bridging visas)

Primary strategic response

We will treat the border as a continuum

Proposed owner(s)

Visa and Citizenship Management

Contributing projects

- Visa reform 3.0

Assessment of measure quality

Total	13	Measure complies with design criteria, but some gaps
Strategy	3	Overall links to reform and integration objectives
Measurability	4	Quantifiable, leverages existing DIBP data
Enterprise focus	3	Focus on portfolio outcomes
Value focus	3	Assesses key enablers for the delivery of reform and integration

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Number of compliance issues resolved voluntarily per quarter	CARS databases	High	Compliance Analysis & Research Section	Quarterly
Number of compliance issues resolved involuntarily per quarter				

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the protocols adopted by the Policy Research and Statistics Branch

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where poss ble

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Quarterly

- Strategic Reform Group may analyse underlying data by methods of voluntary compliance, reasons for non-compliance and other variables to bring additional insight
- This measure should report both the number of instances (absolute change over time) and the mix or ratio of voluntary to involuntary compliance (relative change over time)

Next steps

- Send data request to Compliance Statistics team
- Note: There may be an option to expand the scope of this measure to incorporate employer non-compliance and illegal maritime arrivals, if deemed valuable

Draft—for discussion only

#6 – Perception and incidents of workforce corruption
Programme success measure

Organisational perceptions and detected incidents of workforce corruption

Purpose

Given DIBP's strong focus on security, particularly for border operations, this measure assesses the impact of integrity reforms resulting from Reform and Integration on its ability to minimise and manage workforce corruption. It has been designed as a composite measure capturing both actual incidents of corruption and organisational perceptions of behaviour to ensure that a comprehensive picture of workforce integrity is fully captured

Definition

This measure has four components:
- Number of corruption breaches per year
- Proportion of corruption breaches discovered by DIBP vs. by external sources
- Survey results on questions about corruption and integrity in the APSC Employee Census, the Nous Pulse Check survey and the Barrett Cultural Values Assessment
- Number of Employment Suitability Clearance waivers granted

Primary strategic response

We will embody a culture of professionalism and unwavering integrity

Proposed owner(s)

Integrity Standards and Assurance Division; People Division

Contributing projects

- Strengthened Service and Integrity

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Strong links to reform and integration objectives
Measurability	3	Measurable, but high dependency on accurate detection and reporting
Enterprise focus	4	Focused on portfolio level outcomes
Value focus	4	Assess key enablers for the delivery of reform and integration

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
APSC Employee Census survey data (all questions relevant to integrity/corruption)	Survey results provided to People Division	High	People Division	Annually
Nous Pulse Check survey data (all questions relevant to integrity/corruption)	Survey results provided to ISA Division	High		Annually
Barrett Cultural Values Assessment data (all questions relevant to integrity/corruption)	Survey results provided to ISA Division	High	Integrity and Professional Standards Branch, ISA Division	Annually
Number of corruption breaches	CCMDS/JADE	High		Real-time
Original source for corruption breaches	New – not tracked	Low		N/A
Number of Employment Suitability Clearance (ESC) waivers granted[1]	Employment Suitability Section	High		Quarterly

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the survey results provided to the Department by Nous Group and the APSC, and cases recorded by ISA Division

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where possible

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Annually

- Report all measures together to provide a comprehensive picture of workforce corruption and integrity that protects against gaming and perverse incentives
- Reporting should be completed every six months to align with updates to the APSC Staff Survey (~September) and the Nous Pulse Check (~April)

Next steps

- Send data request to Integrity and Professional Standards Branch and People Division

1. All staff undertake the ESC clearance process – waivers simply allow employees to commence work before the clearance process has been finalised

Draft—for discussion only

#7 – Digital and self-service transactions for travellers
Programme success measure

Proportion of traveller-facing transactions completed digitally or by self-service

Purpose

This measure assesses the digitisation and automation of all traveller-facing processes administered by DIBP as an indirect measure of the perceived seamlessness of crossing the border. It will be used to monitor the progress of key reform projects at the forefront of border innovation, particularly around Future Traveller

Definition

This measure calculates the proportion of traveller-facing transactions owned by DIBP which are completed digitally (e.g. visa application forms, tourist refunds) or self-service (e.g. eGates for arrivals and departures). It calculates the proportion of processes that are *completed* digitally or self-service (e.g. take-up rates) rather than whether the process has a digital or self-service option, and should only include clients that are eligible to use digital or self-service processes. To leverage existing reporting processes, the scope of this measure is currently limited to the transactions monitored by the Digital Taskforce (digital) and clearance through eGates (self-service), but may be expanded where significant additional business value can be achieved

Primary strategic response

We will be credible and consistent in our approach to client service and provide a seamless experience

Proposed owner(s)

Major Capability Division; Digital Channels Taskforce

Contributing or enabling projects

- Border Clearance programme (e.g. Seamless Traveller, Automated Departures)
- Visa and Citizenship programme (e.g. Digital programme)

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Links to reform and integration objectives, 2020 vision
Measurability	4	Quantifiable, and leverages existing data collection
Enterprise focus	4	Focused on portfolio level outcomes
Value focus	4	Captures the impact of significant border clearance and visa reform

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Number of (i) digital and (ii) total transactions completed per year for the high volume transactional traveller services identified by the Digital Taskforce (1-13)	Digital Taskforce tracking spreadsheet, 'High Volume Service Information' tab	High	Digital Channels Taskforce	Annually
Number of (i) automated clearances (e.g. eGates, auto departures) and (ii) total passenger departures and arrivals	As per inputs to Annual Report, PBS	High	Policy Research & Statistics	Annually

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the calculations performed by the Digital Channels Taskforce and Policy Research & Statistics teams

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where possible

Target

The PBS has targets for the number of travellers clearing automated border control (~6 million) and the Future Traveller programme has also set targets (80-90%), however there is no known target guidance for digital processes

Reporting

Start date: March 2016	End date: N/A	Frequency: Annually

- Strategic Reform Group may analyse underlying data by form type, port (for eGates) and other variables to identify systematic issues

Next steps

- Collate digital baseline from existing materials and send to Digital Taskforce for validation
- Send data request to Policy Research and Statistics
- Note: There is an opportunity to build alignment to the DTO's Digital Service Standard into this measure (e.g. proportion of digital services that comply with the Standard)
- Note: Call centre volumes may also be monitored as an indicator of the effectiveness of digital services

Draft—for discussion only

Back-up: #7 – Digital transactions for travellers
Programme success measure

ID	Service Name	Client View of the service	Description	Completed digital transactions 2013-14	Completed non-digital transactions 2013-14				Total # of transactions 2013-14	Digital Take-up %
					Face to Face	Telephony	Paper	Other		
1	Incoming passenger border crossing	I want to enter Australia	Covers manual and automated Primary Line clearance for air and sea, passengers and crew	4,600,000	13,807,000				18,407,000	25%
2	Outgoing passenger border crossing	I want to depart Australia	Covers manual and automated Primary Line clearance for air and sea, passengers and crew	-	18,246,000				18,246,000	0%
3	Visa application for visitors	I want to Visit Australia	Eligible non-citizens can apply for a visitors visa, including Electronic Travel Authority grants (ETAs) (12)	3,110,953			1,340,470		4,451,423	70%
4	Visa application for students	I want to Study in Australia	Eligible non-citizens wishing to study in Australia can apply for a student visa (11)	183,399			135,831		319,230	57%
5	Visa application to work in Australia	I want to Work in Australia	Eligible non-citizens wishing to work in Australia may apply for a Work Visa, excluding work rights on other visas (29)	366,891			196,935		563,826	65%
6	Visa application to live in Australia	I want to Live in Australia	Eligible non-citizens wishing to live in Australia may apply for Permanent Residency visa (32)	115,040			159,277		274,317	42%
7	Application to become an Australian Citizen	I want to become a Citizen	Eligible Permanent Residents may apply for Citizenship	93,391			113,746		207,137	45%
8	Application to become a Business Sponsor	I want to Sponsor/Nominate an overseas worker	Eligible businesses wishing to sponsor a non-citizen may lodge a sponsorship application	79,184			29,546		108,730	73%
9	Visa Entitlement check for employers	I want to employ a non-citizen	Employers who wish to hire overseas workers are required to check their visa entitlements	2,247,104					2,247,104	100%
10	Visa Entitlement and Verification Online (VEVO)	I need my visa details	Clients who wish to obtain documentary evidence of their residency status, visa entitlements and status information (VEVO)	1,943,413					1,943,413	100%
11	Bridging Visas	I need a bridging visa	Clients who apply for a bridging visa 'B' to remain lawful in Australia whilst awaiting the outcome of their visa application.	-			35,605		35,605	0%
12	Passenger cards	I need to fill in a passenger card	Incoming and outgoing passenger movement card		36,653,000				36,653,000	0%
13	Tourist Refund Scheme	I want to claim a refund of GST for goods I am taking out of Australia	Processing claims made under the Tourist Refund Scheme	-	671,564				671,564	0%
14	Importing Goods	I want to import goods	Goods imported through air cargo or sea cargo	3,624,906			14,429		3,639,335	99%
15	Exporting Goods	I want to export goods	Goods exported through air cargo or sea cargo	1,358,044			3,000		1,361,044	99%
16	Unaccompanied Personal Effects	I want to bring my personal effects into Australia	Clearance of Unaccompanied Personal Effects	-			61,837		61,837	0%

Source: Provided by s 22(1)(a)(ii) , Digital Channels Taskforce (November 2015)

Draft—for discussion only

#8 – Digital and self-service processes for traders
Programme success measure

Proportion of trader-facing processes or transactions completed digitally or self-service

Purpose

This measure assesses the digitisation of all trader-facing processes administered by DIBP as an indirect measure of the perceived seamlessness of border crossings for cargo. It will be used to monitor the progress of key reform projects at the forefront of border innovation, including Digital by Default - Cargo. Given that most processes are completed digitally, this measure will focus on ensuring that digitisation activity is seen through to completion or, alternatively, inform executive discussions about the trade-offs involved if a full shift to digital and service activity is not achieved

Definition

This measure calculates the proportion of all trader-facing transactions owned by DIBP which are completed digitally (e.g. import permits) or self-service. It calculates take up of digital processes, rather than whether the process has a digital or self-service option. To leverage existing reporting processes, the scope of this measure is currently limited to the transactions monitored by the Digital Taskforce, but may be expanded where significant additional business value can be achieved

Primary strategic response

We will be credible and consistent in our approach to client service and provide a seamless experience

Proposed owner(s)

Major Capability Division; Digital Channels Taskforce

Contributing projects

- Border Clearance programme (e.g. Digital by Design)

Assessment of measure quality

Total	16	Measure complies with all design criteria
Strategy	4	Clear link to reform and integration objectives and Strategy 2020
Measurability	4	Quantifiable, and leverages existing data collection
Enterprise focus	4	Focused on portfolio level outcomes
Value focus	4	Captures the impact of significant border clearance reform

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Number of (i) digital and (ii) total transactions completed per year for high volume transactional trader services identified by Digital Taskforce (14-16)	Digital Taskforce tracking spreadsheet, 'High Volume Service Information' tab	High	Digital Channels Taskforce	Annually

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the calculations performed by the Digital Channels Taskforce

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where possible

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Annually

- While this measure will be reported in aggregate, Strategic Reform Group may analyse underlying data by process, port or other variables to identify systematic issues and obstacles

Next steps

- Collate digital baseline from existing materials and send to Digital Taskforce for validation
- Validate measure with Teresa Conolan (Assistant Secretary, Trusted Trader and Industry Branch)
  - Is there business value in expanding the measure to include other digital transactions?
  - To date, no self-service processes have been identified for the trade business
- Note: There is an opportunity to build alignment to the DTO's Digital Service Standard into this measure (e.g. proportion of digital services that comply with the Standard)

Draft—for discussion only

Back-up: #8 – Digital transactions for traders
Programme success measure

ID	Service Name	Client View of the service	Description	Completed digital transactions 2013-14	Completed non-digital transactions 2013-14				Total # of transactions 2013-14	Digital Take-up %
					Face to Face	Telephony	Paper	Other		
1	Incoming passenger border crossing	I want to enter Australia	Covers manual and automated Primary Line clearance for air and sea, passengers and crew	4,600,000	13,807,000				18,407,000	25%
2	Outgoing passenger border crossing	I want to depart Australia	Covers manual and automated Primary Line clearance for air and sea, passengers and crew	-	18,246,000				18,246,000	0%
3	Visa application for visitors	I want to Visit Australia	Eligible non-citizens can apply for a visitors visa, including Electronic Travel Authority grants (ETAs) (12)	3,110,953			1,340,470		4,451,423	70%
4	Visa application for students	I want to Study in Australia	Eligible non-citizens wishing to study in Australia can apply for a student visa (11)	183,399			135,831		319,230	57%
5	Visa application to work in Australia	I want to Work in Australia	Eligible non-citizens wishing to work in Australia may apply for a Work Visa, excluding work rights on other visas (29)	366,891			196,935		563,826	65%
6	Visa application to live in Australia	I want to Live in Australia	Eligible non-citizens wishing to live in Australia may apply for Permanent Residency visa (32)	115,040			159,277		274,317	42%
7	Application to become an Australian Citizen	I want to become a Citizen	Eligible Permanent Residents may apply for Citizenship	93,391			113,746		207,137	45%
8	Application to become a Business Sponsor	I want to Sponsor/Nominate an overseas worker	Eligible businesses wishing to sponsor a non-citizen may lodge a sponsorship application	79,184			29,546		108,730	73%
9	Visa Entitlement check for employers	I want to employ a non-citizen	Employers who wish to hire overseas workers are required to check their visa entitlements	2,247,104					2,247,104	100%
10	Visa Entitlement and Verification Online (VEVO)	I need my visa details	Clients who wish to obtain documentary evidence of their residency status, visa entitlements and status information (VEVO)	1,943,413					1,943,413	100%
11	Bridging Visas	I need a bridging visa	Clients who apply for a bridging visa 'B' to remain lawful in Australia whilst awaiting the outcome of their visa application.	-			35,605		35,605	0%
12	Passenger cards	I need to fill in a passenger card	Incoming and outgoing passenger movement card		36,653,000				36,653,000	0%
13	Tourist Refund Scheme	I want to claim a refund of GST for goods I am taking out of Australia	Processing claims made under the Tourist Refund Scheme	-	671,564				671,564	0%
14	Importing Goods	I want to import goods	Goods imported through air cargo or sea cargo	3,624,906			14,429		3,639,335	99%
15	Exporting Goods	I want to export goods	Goods exported through air cargo or sea cargo	1,358,044			3,000		1,361,044	99%
16	Unaccompanied Personal Effects	I want to bring my personal effects into Australia	Clearance of Unaccompanied Personal Effects	-			61,837		61,837	0%

Source: Provided by s 22(1)(a)(ii) , Digital Channels Taskforce (November 2015)

Draft—for discussion only

#9 – Automation of decisions for travellers
Programme success measure

Proportion of application processes with automated decision-making

Purpose

DIBP must delicately balance its intention to create an attractive market for skilled workers, students and tourists through seamless and simple travel processes with the critical need to exclude persons of national security or law enforcement concern. An intelligence-led and risk-based approach to decision-making is an effective and innovative tool for managing this balance. This measure will quantify the extent to which the Department uses intelligence-led and risk-based decision-making to achieve its objectives through increased usage of automated decision processes

Definition

This measure reports the proportion of initial application decisions for travellers (and traders where processes can be identified) for which an outcome is reached through automated (as opposed to manual) decision making. Automated decisions occur when a traveller or trader submits an application and receives a decision with no human intervention (e.g. decision is based on risk profiles, rather than human judgement). The scope of this measure is limited to traveller (e.g. visa applications) processes

Primary strategic response

We will be credible and consistent in our approach to client service and provide a seamless experience

Proposed owner(s)

Visa and Citizenship Management; Trade, Customs and Industry Policy

Contributing projects

- Visa Risk Assessment
- Trusted Trader

Assessment of measure quality

Total	16	Measure complies with all design criteria
Strategy	4	Clear link to reform and integration objectives and Strategy 2020
Measurability	4	Based on quantifiable data extracted from DIBP systems
Enterprise focus	4	Focused on portfolio level outcomes
Value focus	4	Captures the impact of significant border clearance and visa reform

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Number of automated decisions (e.g. auto-grants, delayed auto-grants) as a proportion of all visa decisions	Various (GVP/ICUE, ICE, IRIS, TRIPS)	High	Visa & Citizenship Statistics	As needed
No trade processes have been identified as in scope of this measure	-	-	Trade, Customs and Industry Policy	-

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the data provided by Visa and Citizenship Statistics

Baseline

To be established – Baseline data should be backdated to commencement of Reform (July 2014), where possible

Target

TBC – While there is no formal target guidance, Visa & Citizenship has discussed a target of 80-90% automated decision-making

Reporting

Start date: March 2016	End date: N/A	Frequency: Monthly

- Where possible, the results of validity checks on automated decisions (e.g. random sampling of decisions) should be reported alongside this measure
- This measure will be reported with measures of border compliance activity (e.g. strike rate at the border) to provide a validity check on the quality of decisions made through automated decisions

Next steps

- Send data request to Visa and Citizenship statistics
- Set up meetings with key stakeholders in Trade (e.g. Teresa Conolan, s. 22(1)(a) in to develop approaches for capturing impacts on the trade business
  - E.g., Number of Trusted Traders certified?
  - E.g., Reduction of resources shifted away from cargo clearance resulting from Trusted Trader?

Draft—for discussion only

#10 – Number of touch points to cross the border
Programme success measure

Minimum number of touch points experienced by key traveller and trader cohorts to cross the border

Purpose

DIBP's strategic objectives focus on achieving protection of the border while delivering efficient and seamless experiences for legitimate travellers and traders. This measure assesses improvements in the seamlessness of border clearance for travellers and traders over time by quantifying process efficiencies from automation and targeted risk assessment

Definition

As the number of touch points will vary for different types of travellers (e.g. citizens vs. visitors, sea vs. air passengers) and traders (e.g. importers vs. exporters), this measure will be calculated for select cohorts: (i) incoming and outgoing citizens, (ii) incoming and outgoing non-citizens, (iii) commercial importers, (iv) non-commercial importers, and (v) importers of personal effects (B534 importers). For each cohort, the measure will count the minimum number of distinct processes required to complete to clear the border in a best case scenario (e.g. passenger card, scan passport, collect baggage, screen baggage), and record the proportion of the cohort that crosses the border contacting only the minimum number of steps

Primary strategic response

We will be credible and consistent in our approach to client service and provide a seamless experience

Proposed owner(s)

Major Capability Division

Contributing projects

* Border Clearance programme (e.g. Seamless Traveller, Trusted Trader)
* Risk, Intelligence and Information programme
* Biometrics and Identity programme

Assessment of measure quality

Total	16	Measure complies with all design criteria
Strategy	4	Clear link to reform and integration objectives and *Strategy 2020*
Measurability	4	Touch points are quantifiable; leverages some existing data
Enterprise focus	4	Relevant to activity performed across the portfolio
Value focus	4	Captures impact of significant reform activity (e.g. seamless traveller)

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Minimum number of touch points for select traveller and trader journeys	Enterprise architecture mapping of client journeys	High	ICT Division, Future Traveller	Annually
Proportion of legitimate travellers and traders in each journey that cross the border using the minimum touch points	New – To be established	Low	TBC	Quarterly

Calculation guidance

In establishing baselines, the following guidance should be considered:
* The minimum number of touch points will reflect the best case scenario for a legitimate traveller or trader, such that it assumes no interventions from Border Force officers
* The minimum number of touch points will vary for different types of travellers and traders
* The proportion of travellers and traders that cross the border using the minimum number of touch points should exclude instances where an intervention led to a positive find

Business needs to agree journeys to track over time, aligned to funded reform and *Strategy 2020* vision, however the following journeys are recommended as a starting point:
* Incoming citizens and non-citizens (*after* the point of decision on whether a visa is required)
  – Separate journeys for (a) items to declare and (b) no items to declare
* Outgoing citizens and non-citizens
* Commercial importer
* Individual importer
* B534 importer (personal effects)

Baseline

To be established – Touch point mapping has been undertaken by enterprise architecture, but requires endorsement by business

Target

TBC – As there is no clear target guidance Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Quarterly

* This should be reported alongside Time Release Studies (TRS) as another indicator of seamlessness

Next steps

* Work with s 22(1)(a) (Enterprise Architect, ICT Division) to build initial baselines for discussion with the business

Draft—for discussion only

#11 – Partner and stakeholder ratings of DIBP and the ABF
Programme success measure

Partner and stakeholder ratings of DIBP and the ABF

Purpose

DIBP engages with a vast array of stakeholders across industry, community, academia, government and overseas bodies to achieve its objectives. Obtaining feedback from key stakeholders across these groups on their perceptions of the Department and the quality of their interactions will provide a valuable data source that can be used to surface potential issues with engagement, reputation and stakeholder management

Definition

This measure will report ratings from stakeholders and partner agencies that work most closely with the Department to achieve its objectives including, but not limited to, the intelligence community (e.g. ASIO), enforcement agencies (e.g. AFP), central agencies (e.g. DFAT), border agencies (e.g. Department of Agriculture) and industry (e.g. airports). It should capture those dimensions that are most relevant to Reform and Integration objectives (e.g., perceptions of the ABF as a credible law enforcement agency) and strategic objectives (e.g., collaborative partnerships to achieve outcomes)

Primary strategic response

We will pursue collaborative partnerships to achieve our outcomes

Proposed owner(s)

N/A – shared accountability

Contributing projects

N/A – this measure will reflect whole-of-department activities, processes and behaviours

Assessment of measure quality

Total	14	Measure complies with design criteria, but some gaps
Strategy	4	Clear link to funded reform activity and Strategy 2020 objectives
Measurability	3	If designed appropriately, survey data is measurable and quantifiable
Enterprise focus	4	Relevant to activity performed across the portfolio
Value focus	3	Holistic ties to reform and integration, but no specific project links

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Stakeholder survey data	New – to be established	Low	TBC	Quarterly

Calculation guidance

To be developed as business ownership is assigned and the survey developed, but guidance may include:
- Questions should include quantifiable metrics where possible
- Surveys should use a set of standard questions to ensure consistency over time
- Surveys should be administered to a subset of stakeholders each quarter
- Surveys may need to have separate sections for DIBP and the ABF

Baseline

To be established – Baseline data should be reported from 1 July 2015 (if possible to back-date)

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: July 2016	End date: N/A	Frequency: Quarterly

- Exception-based reporting will be used to communicate key concerns (e.g. areas of improvement identified across multiple stakeholders or significantly negative feedback from a single stakeholder)

Next steps

- Develop approach for implementation
  - Define scope and business requirements to implement data collection
  - Agree approach to measurement (e.g. survey questions, data collection approach)

Draft—for discussion only

#12 – Client ratings of DIBP and the ABF
Programme success measure

Client ratings of border processes involving (i) application processes, (ii) border clearance, or (iii) compliance activity

Purpose

DIBP has a high level of interaction with travellers and traders at all stages of the border continuum, and strives to provide unrivalled client service. Feedback from clients about their experiences interacting with the department is a valuable data source that can be used to surface potential issues with engagement, service delivery and reputation, as well as an accountability check to ensure that frontline services are being delivered in accordance with agreed standards

Definition

Noting that the Department's enforcement responsibilities may cause discontent among clients, this measure will report client feedback on two dimensions—satisfaction (e.g. was I happy with the service I received?) and expectation (e.g. was I treated fairly?). These dimensions will be assessed for three types of travellers and traders:
- After completing an application (e.g. visa application, import permit)
- After clearing the border (e.g. after arriving at an airport or seaport)
- After experiencing a compliance interaction (e.g. seizure of goods, visa cancellation)

Primary strategic response

We will train and support our staff to…provide unrivalled service in interactions with clients

Proposed owner(s)

N/A – shared accountability

Contributing projects

N/A – this measure will reflect whole-of-department activities, processes and behaviours

Assessment of measure quality

Total	14	Measure complies with design criteria, but some gaps
Strategy	4	Clear link to funded reform activity and Strategy 2020 objectives
Measurability	3	If designed appropriately, survey data is measurable and quantifiable
Enterprise focus	4	Relevant to activity performed across the portfolio
Value focus	3	Holistic ties to reform and integration, but no specific project links

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Survey data for travellers at the border	Survey administered by external contractor	Data available, but unclear if fit for purpose	Operations Performance and Practice, SBC	Monthly
Survey data after completing applications	New – to be established	Low	TBC	TBC
Survey data after a compliance interaction	New – to be established	Low	TBC	TBC

Calculation guidance

To be developed as business ownership is assigned and survey developed, but guidance includes:
- Questions should include quantifiable metrics where possible
- Surveys should be distributed to a representative sample of clients
- Surveys should use an agreed set of standard questions to ensure consistency over time

Strategic Border Command Operations Performance and Practice oversees a client survey of 1500 travellers at the border per month as an input to Portfolio Budget Statement reporting. This measure should leverage existing data and processes in this area wherever feasible

Baseline

To be established – Baseline data should be established as soon as possible

Target

The Portfolio Budget Statement reports a KPI of 95% traveller satisfaction with primary line services at the border, but there is no clear guidance for other components of this measure

Reporting

Start date: July 2016	End date: N/A	Frequency: Quarterly

- Exception-based reporting will be used to communicate key concerns to the Executive (e.g. consistently negative feedback among a cohort of travellers or traders, or on a particular process)

Next steps

- Work with Strategic Border Command to understand the extent to which this measure can leverage data already collected for PBS KPI reporting
- Develop approach for implementation
  - Define scope, proposed owner and business requirements to implement data collection
  - Agree approach to measurement (e.g. survey questions, data collection approach)

Draft—for discussion only

#13 – Average lead-time to on-board key resources
Programme success measure

Average lead time to on-board key resources (e.g. APS staff, contractors, surge capacity) and proportion of vacancies filled

Purpose

DIBP operates in a challenging environment, with a critical need to be agile, flexible and able to respond and adapt to emerging threats through the implementation and deployment of required capabilities, powers and people skills. This measure tracks improvements over time in DIBP's ability to deploy critical resources where they are needed most

Definition

This measure assesses the effectiveness of sourcing resources including (i) ongoing APS staff, (ii) short-term contractors and (iii) surge capacity (e.g. critical short-term operational roles). For each resource type, this measure will track:
- Average lead-time to on-board resources (calculated only for filled positions), or the time difference from when a vacancy is approved to when a resource commences
- Proportion of vacancies where a suitable candidate accepts an offer within 3 months

Primary strategic response

We will be an agile and innovative organisation with the capability to meet current and future challenges

Proposed owner(s)

People Division; Strategic Border Command

Contributing projects and activities

- Workforce & Corporate programme (workforce transformation, integrity reforms)
- ABF programme (Situational Awareness, mobility initiatives)

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Resources are a critical enabler of project delivery
Measurability	3	Lead time is measurable, but calculation method open to variation
Enterprise focus	4	Relevant to staff across the portfolio
Value focus	4	Skilled staff in the right roles is critical to successful reform delivery

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Lead time for each APS resource that commenced work in the last quarter	New – not currently tracked	Low	Recruitment Team, People Division	Quarterly
Lead time for each contractor that commenced work in the last quarter	TBC	Medium - data exists but is not currently reported	HR Systems (Business Support)	Quarterly
Average lead time to stand up surge capacity for (i) protected industrial action and (ii) standard surge, and proportion of required positions filled in the last quarter	TBC		Strategic Border Command s 22(1)(a)(ii)	Quarterly
Proportion of vacancies advertised within the last quarter that have been filled	New – not currently tracked	Low	Recruitment Team, People Division	Quarterly

Calculation guidance

Lead time is calculated as follows, based on the average across all positions filled in the quarter
- For APS roles, lead time is from the date that a vacancy is approved by the National Recruitment Committee to the date of offer for a new employee
- For contractor roles, lead time is from the date that a vacancy is approved by the delegate to the date of offer for a new employee
- For critical short-term roles (e.g., surge capacity), lead time is from the date that surge capacity is approved to the date that the resource is deployed

Baseline

To be established – Baseline data should be reported from 1 July 2015 (if possible to back-date)

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: June 2019	Frequency: Quarterly

- Use frequency distributions to report average, minimum and maximum lead times
- Report proportion of vacancies filled within bands (e.g. 1 month, 2-3 months, 3 months)

Next steps

- Set up meeting with HR s 22(1)(a) for APS, s 22(1)(a)(ii) for contractors) and Strategic Border Command s 22(1)(a)(ii)) to agree next steps for data collection

Draft—for discussion only

#14 – Internal user satisfaction on information access
Programme success measure

Internal user satisfaction ratings on quality and availability of corporate and job-specific information

Purpose

DIBP experiences significant difficulties with information access, characterised by data that is siloed by system and function (e.g., intelligence data) and limited integration of legacy systems. This measure tracks progress on the integration, consolidation and streamlining of information that staff require to perform their jobs effectively, reflecting the contribution of both integration (e.g., corporate systems projects) and reform (e.g., Connected Information Environment)

Definition

This measure will capture the results of user satisfaction surveys about access to internal information (e.g. corporate systems) and role-specific information (e.g. intelligence), based on a representative sample of staff across all Groups and functions. It has two dimensions:
- Satisfaction with availability of information required to perform role
- Effort to obtain required information (e.g. effort, time, number of systems)

Primary strategic response

We will be an agile and innovative organisation with the capability to meet current and future challenges

Proposed owner(s)

ICT Division; Intelligence Division

Contributing projects and activities

- Technology & Enabling programme
- Workforce & Corporate programme (corporate systems projects)
- Intelligence & Information programme (Connected Information Environment)

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Information access is a critical enabler of departmental performance
Measurability	3	If designed appropriately, survey data is measurable and quantifiable
Enterprise focus	4	Relevant to staff and systems across he portfolio
Value focus	4	Accessible information underpins key operations, e.g. border security

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Internal user satisfaction survey data	New – to be established	Low	ICT Division, with input from Intelligence Division	Quarterly

Calculation guidance

To be developed as business ownership is assigned, but high level guidance includes:
- Questions should include quantifiable metrics (e.g., number of systems accessed, average time to complete a task, number of duplicative systems within a team)
- Surveys should be distr buted to a representative sample of staff across all Groups and job types
- Survey should be designed collaboratively with input from ICT Division, Intelligence Division and other relevant stakeholders

Baseline

To be established – noting the Secretary's intention to declare integration completed at 1 July 2016, baseline data should be collected as soon as poss ble (e.g. January 2016)

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: June 2019	Frequency: Quarterly

- To be determined as the survey is designed

Next steps

- Develop approach for implementation with ICT Division and Intelligence Division
    - Assign business owner
    - Define scope and business requirements to implement data collection
- Note: This measure was developed in the final weeks of Phase 1 and, as such, was not included in stakeholder consultation processes (e.g. consultation paper, formal FAS feedback)

Draft—for discussion only

#15 – Ratio of frontline staff to goods and passengers cleared
Programme success measure

Ratio of frontline staff to goods cleared and passengers cleared at the border

Purpose

Border flows are projected to significantly rise. Passenger flows will grow by 19% by 2016-17 and imports will grow by 14% (mail), 22% (sea cargo) and 54% (air cargo) by 2017-18[1]. This measure assesses the impact of reform—particularly automation—on managing these growing volumes, such that the number of staff required to manage border flows should decrease or remain stable over time with a shift to more staff in complex, less manual roles

Definition

This ratio measure tracks the number of passengers and goods that arrive or depart through Australian international airports and seaports, relative to the average staffing level for DIBP frontline employees. For this measure, frontline employees will include all FTE allocated to the (i) Visa Processing, (ii) Cargo Clearance, and (iii) Passenger, Crew, Aircraft and Vessel Clearance functions identified in the emerging 'Cost and Pricing Framework'

Primary strategic response

We will be an agile and innovative organisation with the capability to meet current and future challenges

Proposed owner(s)

Finance Division; Major Capability Division

Contributing projects

- Border Clearance programme
- Visa and Citizenship programme

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Clear link to funded reform activity and Strategy 2020 objectives
Measurability	3	Quantifiable, but some subjectivity to defining frontline roles
Enterprise focus	4	Aligns with whole of portfolio level outcomes
Value focus	4	Captures impact significant reform-led border innovation

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Total passenger flows	Mainframe data	High	Economic Analysis Unit	Quarterly
Total cargo flows	Mainframe data	High		Quarterly
Mapping of roles and job families to functions (as per the CAPF)[2]	Cost and Pricing Framework (CAPF)	Occurring over 2016	s 22(1)(a)(ii) Finance Division	Annually
Average staffing level for job families in the Visa, Cargo and Passenger functions (as per the CAPF)	HR database	High	People Division	Quarterly

Calculation guidance

Formula: [Total number of passengers cleared or total number of goods cleared] / [average staffing level]
- Average staffing level should only be counted for positions in the Visa, Cargo and Passenger functions
- Measure should be calculated separately for (i) passenger arrivals, (ii) passenger departures, (iii) cargo arrivals, (iv) cargo departures, and (v) in aggregate

Baseline

To be established – Baseline data should be reported for the 2015-16 financial year, and 2014-15 if historical data is available

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: July 2016	End date: N/A	Frequency: Quarterly

- FTE ratio should be reported in aggregate, with deep-dives conducted to surface potential issues:
  - E.g., by airport / seaport, by peak and non-peak periods, by arrival and departure
- FTE ratio should be reported separately by role type (e.g. visa vs. cargo vs. passenger officers)

Next steps

Finalise definition of 'frontline roles' to ensure consistency with key enterprise activities
- <u>Cost and Pricing Framework</u> (led by s 22(1)(a)(ii)) will allocate FTE to DIBP's functions in Q1 2016. This measure should align with, and leverage, the approach taken in the CAPF
- <u>Workforce Planning</u> (led by s 22(1)(a)(ii)) is undertaking future state scenario modelling to describe FTE impacts of automation (e.g. eGates), with findings to be released in February 2016. Calculation of this measure should be refined in parallel with this work (contact: s 22(1)(a)(ii), s 22(1)(a)(ii))

1. Strategy 2020 2. Measure quality will be entirely dependent on job family data in HR database—will need to work with SAP team to understand data quality

Draft—for discussion only

#16 – Rankings on border management relative to benchmarks
Programme success measure

Border management relative to global benchmarks and rankings

Purpose

Strategy 2020 articulates DIBP's intention to be a world leader in border management and set the global benchmark in all facets of its work. Given that DIBP has primary responsibility for border operations, the extent to which it is considered a world leader can be indirectly assessed through Australia's performance against various global benchmarks and rankings. This measure tracks Australia's performance on components of border management most impacted by reform and integration—primarily trade facilitation and border clearance efficiency—to quantify the Department's performance in a global context and keep a pulse check on how its operations are perceived internationally

Definition

This measure reports Australia's performance on global benchmarks and rankings driven predominantly (but often not exclusively) by DIBP's operations, including but not limited to:
- OECD Trade Facilitation Indicators
- WEF Travel and Tourism Index (International Openness)
- UN World Tourism Organisation (Visa Openness)
- World Bank Logistics Performance Index (Efficiency of Customs & Border Clearance)
- World Bank Doing Business (Trading Across Borders)
- Time Release Studies (conducted/reported by DIBP)

Primary strategic response

We will maintain our standing as a world leader in our field

Proposed owner(s)

Policy Research and Statistics; Trade and Customs Branch

Contributing projects

- Border Clearance programme
- Visa and Citizenship programme

Assessment of measure quality

Total	13	Measure complies with design criteria, but some gaps
Strategy	3	Measures have mixed relevance DIBP context and objectives
Measurability	3	Rankings are measurable, but not solely influenced by DIBP's work
Enterprise focus	4	Reflect contributions of the agency as a whole
Value focus	3	Captures the impact of significant reform projects and initiatives

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

SRG-4: Measures.pptx

Information required

Component description	Data source	Availability	Frequency
OECD Trade Facilitation Indicators	www.oecd.org/trade/facilitation/indicators.htm#About-TFI	High	Annually
WEF Travel & Tourism Index – International Openness	www3.weforum.org/docs/TT15/WEF_Global_Travel&Tourism_Report_2015.pdf	High	Annually
UN World Tourism Organisation – Visa Openness	http://dtxtq4w60xqpw.cloudfront.net/sites/all/files/pdf/2014visaopennessreport2ndprintingonline.pdf	High	Annually
World Bank Logistics Performance Index – Efficiency of Customs and Border Clearance	http://www.worldbank.org/content/dam/Worldbank/document/Trade/LPI2014.pdf	High	Annually
World Bank Doing Business – Trading Across Borders measure	http://www.doingbusiness.org/data/exploreeconomies/australia/#trading-across-borders	High	Annually
Time Release Study (TRS), as per World Customs Organisation	Import and Export Policy Section, Trade and Customs Branch	High	Annually

Baseline

To be established – Baseline rankings should be reported for to the two years prior to integration and reform (2013 and 2014) and the current year (2015)

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: March 2016	End date: N/A	Frequency: Annually

- SRG, with input from Policy Research and Statistics Branch, will draw insight from the measures by reporting performance relative to five-country counterparts, assessing specific indexes or dimensions relevant to reform activity (e.g. digital processes, number of forms), and reporting changes over time

Next steps

- Collate baseline data from existing publicly availably sources
- Send data request for Time Release Studies (TRS) report to Import and Export Policy Section, Trade and Customs Branch (via s 22(1)(a)   )

58

#17 – Revenue uplift realised
Programme success measure

Revenue uplift realised per year as a result of reform and integration initiatives

Purpose

As part of reform and integration, DIBP committed to additional revenue uplift by $395.5 million over five years from 2014-15 to 2018-19. This measure provides central oversight of enterprise activities that are underway to deliver the revenue uplift to enable the Executive to monitor progress, intervene when needed and measure overall achievement of government commitments. In doing so, it will be used to hold senior responsible officers to account, identify delays or issues that may impede realisation of revenue uplift, and provide assurance to the executive that commitments to government can be met

Definition

This measure tracks the yearly revenue uplift achieved through the 14 Reform and Integration initiatives designed to increase revenue beyond baseline revenue collection, relative to annual targets

Primary strategic response

Cohesive integration of two agencies that delivers on government commitments.

Proposed owner(s)

Customs Compliance Branch; External Budgets

Contributing projects

- Revenue Uplift
- Revenue and Trade Crime (IT Enhancements)

Assessment of measure quality

Total	16	Measure complies with all design criteria
Strategy	4	Reflects commitments to government
Measurability	4	Measurable, can leverage existing data
Enterprise focus	4	Represents activity from across business areas
Value focus	4	Delivers on a significant government priority/commitment

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

1. James McKeon (External Budgets)

Information required

Component description	Data source	Availability	Data owner	Frequency
Actual and target performance for baseline compliance activity	Revenue & Trade Crime Task Force Consolidated Financial Report	High	Customs Compliance Branch	Monthly
Actual and target performance for revenue uplift initiatives				

Calculation guidance

No calculation is required for this measure by Strategic Reform Group – data should be reported as per the reports provided by Customs Compliance Branch

Baseline

Two baseline values should be reported:
- Revenue uplift achieved in 2014-15 (relative to annual target of $20.1m)
- Revenue uplift achieved to date in 2015-16 (relative to annual target of $69.6m)

Target[1]

Source	14-15	15-16	16-17	17-18	18-19
Uplift	$20.1m	$69.5m	$100.7m	$102.6m	$102.6m
Baseline	$31.2m	$26.1m	$26.4m	$26.9m	$26.9m
Total	$51.3m	$95.6m	$127m	$129.5m	$129.5m

Reporting

Start date: March 2016	End date: 30 June 2018	Frequency: Monthly

Align with monthly reporting by the Customs Compliance Branch to the Finance Division

Next steps

- Send data request to Customs Compliance Branch s 22(1)(a)(ii)), cc: s 22(1)(a)(ii) (Finance Division)

Draft—for discussion only

#18 – Integration efficiency savings realised
Programme success measure

Realisation of workforce and corporate expenditure reductions from as a result of reform and integration initiatives

Purpose

As part of the integration of Customs and Immigration, DIBP agreed to deliver $270 million in integration efficiency savings over the forward estimates (to 2018-19) through workforce and corporate reductions. This measure provides central oversight of enterprise activities that were committed to deliver the efficiencies. In doing so, it will be used to hold senior responsible officers to account, identify delays or issues that may impede realisation of the savings, and provide assurance to the executive that budget cuts can be absorbed in an efficient and sustainable manner

Definition

This measure tracks yearly financial savings realised by each activity stream tasked with delivering integration efficiencies through specific workforce and contracting reductions (see back-up), relative to annual targets

Primary strategic response

Cohesive integration of two agencies that delivers on government commitments

Proposed owner(s)

Corporate Group

Contributing projects

- Workforce and Corporate programme
- Technology and Enabling programme

Assessment of measure quality

Total	15	Measure complies with all design criteria
Strategy	4	Aligned to government commitments
Measurability	3	Difficult to quantify savings from business activities
Enterprise focus	4	Efficiencies (and budget cuts) will impact the whole organisation
Value focus	4	Integration efficiencies will partly fund capability reform (MCD projects)

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Summary of financial savings committed to government	Reform and Integration Business Case	High	Strategic Reform Group	One-off
Financial savings delivered by activity stream against annual targets	New – divisions to track with guidance from Finance	Low	People, ICT and Corporate	Quarterly

Calculation guidance

- Noting that divisional budgets have already been cut to reflect efficiency savings, FAS-level owners should report actual savings realised (e.g., departmental spending reductions from SES cuts)
- Business areas will be responsible for calculating savings achieved through efficiency activities, with support from Finance Division as articulated in the Resources Committee Paper 06/2015 – 'Tracking Integration Efficiencies' (Stephanie Cargill, Finance Division)

Baseline

To be established – No tracking of integration savings is underway. Baseline should commence from 2015-16, as per commitments in the Reform and Integration Business Case

Targets[1]

SES	Corporate	Non-Corp.	Property	ICT	Other Contract	Total
$27.4m	$62.3m	$59.9m	$50.5m	$53.5m	$6.1m $6.4m	$266m

Reporting

Start date: March 2016	End date: June 2019	Frequency: Quarterly

- Integration efficiency savings should be reported by activity stream (see back-up) and in alignment with existing guidance provided by Finance Division[2]

Next steps

- Validate tracking approach with activity owners
  - Approach to tracking efficiencies (developed by Internal Budgets) has been noted by Executive Committee, but no activity tracking appears to be underway
  - Accountable owners for activities and targets need to be agreed as a priority
- Work with Finance Division and business areas to develop and agree calculation methodology
  - How will contracting efficiencies (e.g. improved purchasing power) be quantified

1. Reform and Integration Business Case 2. Guidance as per Resources Committee Paper 06/2015 – "Approach to tracking integration efficiencies" (Stephanie Cargill, Internal Budgets)

Draft—for discussion only

Template: Integration efficiency savings realised
Template for financial savings

Activity stream	Description	FAS owner	2015-16 delivery strategy[1]	2015-16 YTD	2015-16 target	2016-17 target	2017-18 target	2018-19 target	Final target
Workforce efficiencies	**SES cuts**: Reduction in SES positions through streamlined organisational structure and removal of duplication	FAS People Division	*Reduction of 10.5 SES and 12 APS executive supports*		$4.2m	$7.6m	$7.7m	$7.8m	**$27.4m**
	Corporate streamlining: Cuts to finance, human services, ICT and legal support areas by removing duplication and streamlining	FAS People Division	*3% reduction of employee expenses*		$9.5m (3%)	$14.2m (4.5%)	$19.2m (6%)	$19.4m	**$62.3m**
	Span of control: Increase EL span of control for consistency between merged departments	FAS People Division in	*Reduce divisional SoC to: Policy: 1 EL2 : 2.75 EL1 : 6 APS Operations: 1 EL2 : 7 EL2 : 15 APS Technical: 1 EL1 : 2.5 EL1 : 5.5 APS*		$5.9m	$15.7m	$19m	$19.2m	**$59.8m**
Contracting efficiencies	**Property**: Lease consolidation and efficient facilities management	AS Property Branch			$3.6m	$12.4m	$16.4m	$18.1m	**$50.5m**
	ICT: Reduction of 60 FTE in ICT contractors after two years, improved purchasing power, merging contracts	FAS ICT Division			-	$13m	$20.2m	$20.3	**$53.5m**
	Other contracts: Accessing more favourable commercial arrangements through improved purchasing power	Shared – CFO, FAS ICT, FAS MCD				$2m (2.5%)	$4.1m (5%)		**$6.1m** **$6.4m**
Total efficiencies					**$24m**	**$66m**	**$90m**	**$90m**	**$266m**

1. Guidance as per Resources Committee Paper 06/2015 – "Approach to tracking integration efficiencies" (Stephanie Cargill, Internal Budgets)
Source: Reform and Integration Business Case

Draft—for discussion only

#19 – Integrated workforce and culture
Programme success measure

Integration of two former Customs and Immigration agencies, as measured by alignment to a shared target culture(s)

Purpose

A major challenge of organisational mergers is the integration of two previously separate workforces, typically with distinct cultures and identities. This measure assesses the extent to which staff from the former Customs and Immigration agencies identify as a single unified organisation. In doing so, it will be used to identify potential obstacles to successful integration (e.g., conflict), facilitate executive discussions to address them and demonstrate the overall success of the integration

Definition

This measure will assess three attitudinal and behavioural indicators of cultural integration:
- **Culture diagnostic:** BCG tool to compare organisational culture to a target culture on 7 core bipolar dimensions (e.g., structured vs. flexible, controlling vs. delegating)
- **'Engaging For Results' survey:** BCG tool to assess staff engagement on five dimensions (ambition, inspiration, achievement, accountability, support)
- **Blended teams:** Proportion of DIBP staff that are able to operate effectively in teams with staff from both former agencies (e.g., access to the same IT systems)

Primary strategic response

Cohesive integration of two agencies that delivers on government commitments

Proposed owner(s)

N/A – shared accountability

Contributing projects

N/A – this measure will reflect whole-of-department activities, processes and behaviours

Assessment of measure quality

Total	16	Measure complies with all design criteria
Strategy	4	Engaged and unified workforce is critical to organisational performance
Measurability	4	All proposed components are measurable and quantifiable
Enterprise focus	4	Captures workforce impacts across the organisation
Value focus	4	Employee engagement is a major driver of successful integration

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Culture diagnostic survey	**New** – BCG methodology	Low	SRG	Annually
Engaging for results survey	**New** – BCG methodology	Low	SRG	Quarterly
Number of blended teams	**New** – SRG to develop	Low	TBC	Quarterly

Calculation guidance

- Specific requirements of this measure may change as Strategic Reform Group clarifies its role and responsibilities for managing culture change
- The culture diagnostic and engaging for results surveys are BCG methodologies that should be administered in accordance with standard procedures

Baseline

To be established – noting the Secretary's intention to declare integration completed at 1 July 2016, baseline data should be collected as soon as possible (e.g. January 2016)

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: January 2016	End date: July 2016 (TBC)	Frequency: Quarterly

- Although the Secretary has indicated an intention to declare integration complete from July 2016, there will be business value in reporting this measure on an ongoing basis if workforce and cultural issues are still present at and beyond July 2016
- This measure is highly dependent on the department defining and agreeing on a target culture
  - May be separate target cultures for DIBP and the ABF

Next steps

- Agree approach to this measure with SRG, given its role in managing change and communications
  - If changes are made, ensure approach is consistent with the DIBP Values and behaviour Strategy (March 2015) to the extent it remains relevant
- Data should be collected against this measure as soon as possible to develop a valid baseline

Draft—for discussion only

#20 – Average unit cost for an end-to-end process
Programme success measure

Average unit cost for end-to-end business processes

Purpose

Average unit cost is an effective measure of holistic improvements in business operations over time, given its sensitivity to volume, pricing, risk level, product class, process efficiency, location and other variables. This measure provides a financial indicator of the impact of reform and integration on key business lines, and will be used to quantify incremental efficiency improvements across key business areas as a result of reform

Definition

Average unit cost is a measure of [total cost/volume], or the total variable and fixed costs incurred by a business or production process divided by the number of items produced or processes completed. For example, the average unit cost of DIBP's visa business would be calculated by dividing total expenditure on visa processing per year by the number of visas processed. For this measure, average unit cost will be calculated for three business lines: This measure will calculate changes over time in the average unit cost of:

- Visa processing – e.g., Average unit cost to process a visa application
- Cargo processing – e.g., Average unit cost to import an item of cargo
- Passenger processing – e.g., Average unit cost to clear a passenger at the border

Primary strategic response

This measure indirectly contributes to all strategic responses

Proposed owner(s)

N/A – shared accountability

Contributing reform and integration activity

N/A – this measure will reflect whole-of-department activities, processes and behaviours

Assessment of measure quality

Total	14	Measure complies with design criteria, but some gaps
Strategy	4	Indicator of efficient, intelligence-led business operations
Measurability	3	Difficult to calculate; susceptible to a multitude of variables
Enterprise focus	4	Captures operations across leading areas of business activity
Value focus	3	Reflects efficiencies, but not necessarily limited to impacts of reform

Legend: 4 = criterion fully met; 3 = criterion mostly met; 2 = unknown or not assessed; 1 – criterion met with significant gaps; 0 – criterion not met

Information required

Component description	Data source	Availability	Data owner	Frequency
Total expenditure for the visa processing, cargo processing and passenger processing businesses	Internal modelling (as per CAPF)	Work underway	s 22(1)(a)(ii), Management Accounting (Finance)	Annually
Number of visas issued per year	Mainframe data	High	Policy Research and Statistics Branch; Economic Analysis Unit	Annually
Number of cargo items imported per year				
Number of passengers cleared per year				

Calculation guidance

s 22(1)(a)(ii) (Finance Division) is developing a methodology for calculating average unit cost across each business line as part of the Cost and Pricing Framework (CAPF), and Policy Research and Statistics Branch collate 'source of truth' numbers across business areas. Strategic Reform Group should work with these central business areas to define and agree the precise calculation methodology

Baseline

To be established – to commence from 1 July 2016

Target

TBC – As there is no clear target guidance, Executive Committee should collectively agree interim and final targets

Reporting

Start date: July 2016	End date: N/A	Frequency: Annually

- Reporting approaches to be agreed with Finance Division, Policy Research and Statistics, and relevant business areas

Next steps

- Align with Finance Division on Costing and Pricing Framework approach and next steps
- Send data request for volumes to Policy Research and Statistics
- Explore opportunities to expand the measure to other business lines
  - s 22(1)(a)(ii) is developing some work on this for Intelligence

Draft—for discussion only

Contents

Measures of success overview

Alignment to SRP Management Plan

Next steps for Phase 2

Appendix
- Summary of FAS feedback
- Measurement requirements
- Contributing milestones from the SRPMP

Draft—for discussion only

#1 – Strike rate at the border for intelligence-led searches

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +

FY2016

Quarter 1
- BRAC Air travel risk profiling launched

Quarter 2
- CVOR / COIS soft launched
- CIE Data released for Intelligence
- Sydney Airport Counter-Terrorism Unit

Quarter 3
- CIE Single View of Entity launched (Intel)
- ABF Officer of the Future' Report completed
- Intelligence Capability Review Completed

Quarter 4
- Enhanced Biometrics at Border pilot (Perth)
- VRA Watchlists launched
- BRAC Vessels risk profiling launched
- Advanced Analytics upgrade completed
- Final Cape Class boats completed
- 875 ABF Specialists trained
- Face/fingerprint enrolment for citizenship applicants
- Enhanced Biometrics at Border rolled out to all international airports
- EBIS PID / implementation plan completed
- First phase GOIS implemented
- ABF Regional Command Centres Setup completed
- CONOPS Border Management approach completed
- CONOPS Control framework completed

FY2017

Quarter 1
- Network visualisation tools launched
- CIE Data launched for Geoanalytics
- eBorderForce Sea Cargo examination App deployed
- Digital CCTV deployed - NSW Seaports and Melbourne, Gold Coast , Darwin Airports
- Trusted Trader Programme launched

Quarter 2
- CIE Entity Search and matching launched
- Contactless arrivals trialled in airports
- Interim berthing for Cape Class completed
- FCC Secure Real Time Platform with NZ
- China e-Lodge launched

Quarter 3
- BRAC Sea Cargo risk profiling launched
- BRAC Air Cargo risk profiling Launched
- Geoanalytics launched
- CIE Single View of Entity (traveller)
- Torres Strait Medium Patrol Vessel launched
- FCC Secure Real Time Platform with CA

Quarter 4
- CIE Data released for risk profiling
- CIE Single View of Entity launched for trader
- FCC Secure Real Time Platform with US
- India e-Lodge launched
- CONOPS Investigations Triage completed
- CONOPS Effective sanctions completed
- CONOPS Operations Prioritisation complete

FY2018 – FY2019

FY18 Half 1
- Contactless arrivals deployed in airports
- CONOPS Decision support tool completed
- EPM Intelligence Process Management deployed

FY18 Half 2
- VRA Continuous Assessment launched
- 90% automated arrivals
- FCC Secure Real Time Platform with UK completed

FY19 Half 1
- Torres Strait Fast Response Boats launched
- ~800 Trusted traders enrolled, representing 50% of trade volume
- Face on the move arrivals in airports

FY19 Half 2
- CIE Single view of entity (immigration)
- Port, Harbour and Coastal Boats launched

Targets	*Targets*	*Targets*	*Targets*
• No targets identified	• No targets identified	• No targets identified	• No targets identified

#2 – Proportion of visa holders that become unlawful

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	**Quarter 1** - Network visualisation tools launched - Simplified Student Visa Framework implemented - 1st set of Skilled visa subclasses consolidated	**FY18 Half 1** - Proactive Chat rolled out - 2nd set of Skilled visa subclasses consolidated	
Quarter 2 - CVOR / COIS soft launched - CIE Data released for Intelligence			
Quarter 3 - CIE Single View of Entity launched (Intel) - Intelligence Capability Review Completed	**Quarter 2** - FCC fully-operational Secure Real Time Platform with NZ completed - China Long-term Visa launched	**FY18 Half 2** - VRA Continuous Assessment launched - FCC fully-operational Secure Real Time Platform with UK completed	
Quarter 4 - VRA Watchlists launched - Advanced Analytics upgrade completed - Facial match and fingerprint enrollment for citizenship applicants enabled - First phase GOIS implemented - ABF Regional Command Centres Setup completed	**Quarter 3** - Geoanalytics launched - CIE Single View of Entity launched (traveler) - FCC Secure Real Time Platform with CA	**FY19 Half 1** - 3rd set of Skilled visa subclasses consolidated	
	Quarter 4 - CIE Data released for risk profiling - FCC fully-operational Secure Real Time Platform with US completed	**FY19 Half 2** - CIE Single view of entity launched for immigration	
Targets • No targets identified	**Targets** • No targets identified	**Targets** • No targets identified	**Targets** • No targets identified

#3 –Passenger threats across the border continuum
Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1 - BRAC Air travel risk profiling launched - First airport departure e-Gates deployed **Quarter 2** - CVOR / COIS soft launched - Sydney Counter-Terrorism Unit deployed - All airlines certified for outwards APP **Quarter 3** - Intelligence Capability Review Completed **Quarter 4** - Perth Airport Pilot of Enhanced Biometrics at Border completed - VRA Watchlists launched - Advanced Analytics upgrade completed - Resource Management (integrated workforce scheduling) deployed - Final airport departure e-Gates deployed - Facial match and fingerprint enrollment for citizenship applicants enabled - Enhanced Biometrics at Border rolled out to all international airports - EBIS PID / implementation plan completed - Capability enabled for SDP to lodge and VPOs to finalise 600ADS visa applications - First phase GOIS implemented - ABF Regional Command Centres Setup completed - CONOPS Border Management approach completed - CONOPS Control framework completed	**Quarter 1** - Network visualisation tools launched - CIE Data launched for Geoanalytics - Simplified Student Visa Framework - 1st Skilled visa subclasses consolidated **Quarter 2** - CIE Entity Search and matching launched - Contactless arrivals trialled in airports - FCC fully-operational Secure Real Time Platform with NZ completed - China e-Lodge launched - China Long-term Visa launched **Quarter 3** - Geoanalytics launched - CIE Single View of Entity (traveler) - Contactless departures trialled in airports - EPM Traveller deployed - Resource Management (Advanced scheduling) deployed - FCC fully-operational Secure Real Time Platform with CA completed **Quarter 4** - CIE Data released for risk profiling - New Traveller Processing platform delivered (resource/process management) - FCC Secure Real Time Platform with US - India e-Lodge launched - CONOPS Investigations Triage completed - CONOPS Effective sanctions completed - CONOPS Operations Prioritisation completed	**FY18 Half 1** - Contactless arrivals deployed in airports - Seaports automated departures deployed - CONOPS Decision support tool completed - EPM Intelligence Process Management deployed - 2nd set of Skilled visa subclasses consolidated **FY18 Half 2** - VRA Continuous Assessment launched - 90% automated arrivals - 90% of departures automated - Replace legacy passenger (PACE) and baggage (BAGS) platforms - FCC fully-operational Secure Real Time Platform with UK completed **FY19 Half 1** - Face on the move arrivals deployed in airports - 3rd set of Skilled visa subclasses consolidated **FY19 Half 2**	
Targets • No targets identified	***Targets*** • No targets identified	***Targets*** • No targets identified	***Targets*** • No targets identified

#4 – Cargo threats across the border continuum

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	**Quarter 1**	**FY18 Half 1**	**FY2020**
	- Network visualisation tools launched	- CONOPS Decision support tool completed	- Digitisation of all cargo forms completed
Quarter 2	- eBorderForce Sea Cargo examination App deployed		
	- Trusted Trader Programme launched	**FY18 Half 2**	**Beyond FY2020**
Quarter 3	- Trusted Trader Pilot Completed		
- DTO Exemplar - Cargo clearance sprint completed	- First set of digital forms deployed - cargo	**FY19 Half 1**	
- Intelligence Capability Review Completed		- ~800 Trusted traders enrolled, representing 50% of trade volume	
	Quarter 2	- EPM Goods and Compliance Process Management deployed	
Quarter 4	- CIE Entity Search and matching launched	- EPM Goods and Compliance Process Management deployed	
- BRAC Vessels risk profiling launched			
- Advanced Analytics upgrade completed	**Quarter 3**	**FY19 Half 2**	
- CONOPS Border Management approach completed	- BRAC Sea Cargo risk profiling launched		
- CONOPS Control framework completed	- BRAC Air Cargo risk profiling Launched		
	- Geoanalytics launched		
	Quarter 4		
	- CIE Single View of Entity launched for trader		
	- CONOPS Investigations Triage completed		
	- CONOPS Effective use of sanctions completed		
	- CONOPS Operations Prioritisation completed		

Targets	Targets	Targets	Targets
• No targets identified	• No targets identified	• No targets identified	• No targets identified

#5 – Ratio of voluntary to involuntary status resolution

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	**Quarter 1**	**FY18 Half 1** - Proactive Chat rolled out	**FY2020**
Quarter 2	**Quarter 2**	**FY18 Half 2** - VRA Continuous Assessment launched	**Beyond FY2020**
Quarter 3	**Quarter 3**	**FY19 Half 1**	
Quarter 4	**Quarter 4**	**FY19 Half 2** - CIE Single view of entity launched for immigration	

Targets	_Targets_	_Targets_	_Targets_
• No targets identified	• No targets identified	• No targets identified	• No targets identified

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#6 – Perception and incidents of workforce corruption
Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	Quarter 1	FY18 Half 1	FY2020
Quarter 2	Quarter 2	FY18 Half 2	Beyond FY2020
Quarter 3	Quarter 3	FY19 Half 1	
- New recruits in high risk/operational areas screened	Quarter 4	FY19 Half 2	
- Integrity gyms for high risk/operational areas rolled out			
Quarter 4			

Targets	Targets	Targets	Targets
• No targets identified	• No targets identified	• No targets identified	• No targets identified

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#7 – Digital and self-service transactions for travellers

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1 - First airport departure e-Gates deployed **Quarter 2** - CVOR / COIS soft launched - All airlines certified for outwards APP **Quarter 3** - ImmiAccounts enhanced - Queue mgmt system deployed - Mandarin e-Lodge Phase 1 (trial) launched - China Fast-track Trial launched **Quarter 4** - Advanced Analytics upgrade completed - Resource Management (Integrated workforce scheduling) deployed - Final airport departure e-Gates deployed - Individual mailboxes deployed - ImmiAccount ID Piloted - First phase GOIS implemented	**Quarter 1** - CIE Data launched for Geoanalytics - Proactive Chat piloted **Quarter 2** - CIE Entity Search and matching launched - Contactless arrivals trialled in airports - T1 onshore Study & Visit queues received by Telephony Service Provider (TSP) - China e-Lodge launched - China Long-term Visa launched **Quarter 3** - BRAC Air Cargo risk profiling Launched - CIE Single View of Entity launched for traveller - Digital outward passenger card completed - Contactless departures trialled in airports - EPM Traveller Process Management deployed - Resource Management (Advanced scheduling) deployed - SDP Digitisation deployed - eVisa fully transitioned to ePlus **Quarter 4** - New Traveller Processing platform delivered (resource/process management) - All Study & Visit queues received by TSP - India e-Lodge launched - Mandarin e-Lodge Phase 2 launched (Post and SDP eLodgement)	**FY18 Half 1** - Contactless arrivals deployed in airports - Seaports automated departures deployed - Proactive Chat rolled out - T1 onshore Live & Work queues received by TSP **FY18 Half 2** - 90% automated arrivals - 90% of departures automated - Replace legacy passenger (PACE) and baggage (BAGS) platforms - All Live & Work queues received by TSP **FY19 Half 1** - Face on the move arrivals deployed in airports - T1 onshore Citz & ABF queues received by TSP **FY19 Half 2** - Digital inward passenger card completed - All Citz & ABF queues received by TSP	**FY2020** **Beyond FY2020**
Targets • 30-90% of travellers processed through automated departures • No targets identified for digitisation	**Targets** • 30-90% of travellers processed through automated departures • No targets identified for digitisation	**Targets** • 30-90% of travellers processed through automated departures • No targets identified for digitisation	**Targets** • 30-90% of travellers processed through automated departures • No targets identified for digitisation

#8 – Digital and self-service processes for traders

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	**Quarter 1** - Trusted Trader Programme launched - Trusted Trader Pilot Completed - First set of digital forms deployed – cargo	**FY18 Half 1**	**FY2020** - Digitisation of all cargo forms completed
Quarter 2		**FY18 Half 2**	**Beyond FY2020**
Quarter 3 - DTO Exemplar - Cargo clearance sprint completed	**Quarter 2** - CIE Entity Search and matching launched	**FY19 Half 1** - ~800 Trusted traders enrolled, representing 50% of trade volume - EPM Goods and Compliance Process Management deployed - EPM Goods and Compliance Process Management deployed	
Quarter 4 - BRAC Vessels risk profiling launched	**Quarter 3** - BRAC Sea Cargo risk profiling launched - BRAC Air Cargo risk profiling Launched	**FY19 Half 2**	
	Quarter 4 - CIE Single View of Entity launched for trader		

Targets	Targets	Targets	Targets
• No targets identified	• No targets identified	• No targets identified	• No targets identified

#9 – Automation of decisions for travellers and traders

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	**Quarter 1** - Trusted Trader Programme launched - Trusted Trader Pilot Completed	**FY18 Half 1**	**FY2020**
Quarter 2 - CVOR / COIS soft launched	**Quarter 2** - FCC fully-operational Secure Real Time Platform with NZ completed - China e-Lodge launched	**FY18 Half 2** - VRA Continuous Assessment launched - FCC fully-operational Secure Real Time Platform with UK completed	**Beyond FY2020**
Quarter 3 - Intelligence Capability Review Completed	**Quarter 3** - CIE Single View of Entity launched for traveller - FCC fully-operational Secure Real Time Platform with CA completed	**FY19 Half 1** - ~800 Trusted traders enrolled, representing 50% of trade volume	
Quarter 4 - VRA Watchlists launched - Advanced Analytics upgrade completed - Facial match and fingerprint enrollment for citizenship applicants enabled - Capability enabled for SDP to lodge and VPOs to finalise 600ADS visa applications - First phase GOIS implemented	**Quarter 4** - FCC fully-operational Secure Real Time Platform with US completed - India e-Lodge launched	**FY19 Half 2**	

Targets	***Targets***	***Targets***	***Targets***
• Travellers: 80% of visa decisions (TBC) • Traders: No targets identified	• Travellers: 80% of visa decisions (TBC) • Traders: No targets identified	• Travellers: 80% of visa decisions (TBC) • Traders: No targets identified	• Travellers: 80% of visa decisions (TBC) • Traders: No targets identified

#10 – Number of touch points to cross the border

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1 - First airport departure e-Gates deployed **Quarter 2** - CVOR / COIS soft launched - All airlines certified for outwards Advanced Passenger Processing **Quarter 3** - DTO Exemplar - Cargo clearance sprint completed **Quarter 4** - Advanced Analytics upgrade completed - Resource Management (Integrated workforce scheduling) deployed - Final airport departure e-Gates deployed - EBIS PID / implementation plan completed - Capability enabled for SDP to lodge and VPOs to finalise 600ADS visa applications - First phase GOIS implemented - ABF Regional Command Centres Setup completed - CONOPS Border Management approach completed - CONOPS Control framework completed	**Quarter 1** - Trusted Trader Programme launched - Trusted Trader Pilot Completed - First set of digital forms deployed - cargo **Quarter 2** - Contactless arrivals trialled in airports - FCC fully-operational Secure Real Time Platform with NZ completed **Quarter 3** - CIE Single View of Entity launched for traveller - Digital outward passenger card completed - Contactless departures trialled in airports - EPM Traveller Process Management deployed - Resource Management (Advanced scheduling) deployed - FCC fully-operational Secure Real Time Platform with CA completed **Quarter 4** - New Traveller Processing platform delivered (resource/process management) - FCC fully-operational Secure Real Time Platform with US completed - CONOPS Investigations Triage completed - CONOPS Effective use of sanctions completed - CONOPS Operations Prioritisation completed	**FY18 Half 1** - Contactless arrivals deployed in airports - Seaports automated departures deployed - CONOPS Decision support tool completed - EPM Intelligence Process Management deployed **FY18 Half 2** - 90% automated arrivals - 90% of departures automated - Replace legacy passenger (PACE) and baggage (BAGS) platforms - FCC fully-operational Secure Real Time Platform with UK completed **FY19 Half 1** - ~800 Trusted traders enrolled, representing 50% of trade volume - Face on the move arrivals deployed in airports - EPM Goods and Compliance Process Management deployed - EPM Goods and Compliance Process Management deployed **FY19 Half 2** - Digital inward passenger card completed	**FY2020** - Digitisation of all cargo forms completed - EPM Vessel Process Management deployed **Beyond FY2020**
Targets	**Targets**	**Targets**	**Targets**
• No targets identified	• No targets identified	• No targets identified	• No targets identified

#11 – Partner and stakeholder ratings of DIBP and the ABF

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +

Not applicable

This is measure is driven by the whole of reform and integration rather than specific programme activity

Targets	*Targets*	*Targets*	*Targets*
• No targets identified	• No targets identified	• No targets identified	• No targets identified

#12 – Client ratings of DIBP and the ABF

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +

Not applicable

This is measure is driven by the whole of reform and integration rather than specific programme activity

Targets	Targets	Targets	Targets
• No targets identified	• No targets identified	• No targets identified	• No targets identified

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#13 – Lead time to on-board key resources

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	**Quarter 1** – Career, agility & talent mgt framework rollout completed	**FY18 Half 1** – CONOPS Decision support tool completed	**FY18 Half 1** – CONOPS Decision support tool completed
Quarter 2		**FY18 Half 2**	**FY18 Half 2**
Quarter 3 - Project management tools deployed	**Quarter 2**	**FY19 Half 1**	**FY19 Half 1**
	Quarter 3 – Resource Management (Advanced scheduling) deployed	**FY19 Half 2**	**FY19 Half 2**
Quarter 4 – Resource Management (Integrated workforce scheduling) deployed – IT engagement approach improved – Career, agility & talent mgt framework progressively rolled out – CONOPS Border Management approach completed – CONOPS Control framework completed	**Quarter 4** - CONOPS Investigations Triage completed - CONOPS Effective sanctions completed - CONOPS Operations Prioritisation completed		

Targets	Targets	Targets	Targets
• No targets identified	• No targets identified	• No targets identified	• No targets identified

Draft—for discussion only

#14 – Internal user satisfaction on information access

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	**Quarter 1** - CIE Data launched for Geoanalytics - Reporting self service and strategic financial advice increased - User systems better connected	**FY18 Half 1** - EPM Intelligence Process Management deployed	**FY2020** - EPM Vessel Process Management deployed - IRIS decommissioned
Quarter 2 - GVP processing stopped - CVOR / COIS soft launched - CIE Data released for Intelligence - LIS system implemented	**Quarter 2** - CIE Entity Search and matching launched	**FY18 Half 2** - IRIS lodgement ceased - Single sign-on for all apps deployed	**Beyond FY2020**
Quarter 3 - CIE Single View of Entity launched for Intelligence - Caseload capacity increased - Project management tools deployed - GVP decommissioned	**Quarter 3** - CIE Single View of Entity launched for traveller - Integrated revenue system implemented - EPM Traveller Process Management deployed - New approach to pwd. mgmt. for std users deployed	**FY19 Half 1** - EPM Goods and Compliance Process Management deployed - EPM Goods and Compliance Process Management deployed	
Quarter 4 - First phase GOIS implemented - More reliable, faster CSN deployed - Finance integration/reporting improvements implemented	**Quarter 4** - CIE Data released for risk profiling - Legacy revenue system decommissioned - CIE Single View of Entity launched for trader - Resource capacity built and processes reengineered	**FY19 Half 2** - CIE Single view of entity launched for immigration - IRIS processing stopped - 2-factor authentication for std users implemented	
Targets	**Targets**	**Targets**	**Targets**
• No targets identified	• No targets identified	• No targets identified	• No targets identified

Draft—for discussion only

#15 – Ratio of frontline staff to goods and passengers cleared

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1 - First airport departure e-Gates deployed **Quarter 2** - All airlines certified for outwards Advanced Passenger Processing **Quarter 3** - CIE Single View of Entity launched for Intelligence **Quarter 4** - Resource Management (Integrated workforce scheduling) deployed - Final airport departure e-Gates deployed - CONOPS Border Management approach completed - CONOPS Control framework completed	**Quarter 1** - Trusted Trader Programme launched - Trusted Trader Pilot Completed - Enterprise workforce adjusted - Vocation workforce plans completed **Quarter 2** - Contactless arrivals trialled in airports **Quarter 3** - CIE Single View of Entity launched for traveller - Contactless departures trialled in airports - Resource Management (Advanced scheduling) deployed **Quarter 4** - New Traveller Processing platform delivered (resource and process management) - CIE Single View of Entity launched for trader - CONOPS Investigations Triage completed - CONOPS Effective use of sanctions completed - CONOPS Operations Prioritisation completed	**FY18 Half 1** - Contactless arrivals deployed in airports - Seaports automated departures deployed - CONOPS Decision support tool completed **FY18 Half 2** - 90% automated arrivals - 90% of departures automated - Replace legacy passenger (PACE) and baggage (BAGS) platforms **FY19 Half 1** - ~800 Trusted traders enrolled, representing 50% of trade volume - Face on the move arrivals deployed in airports **FY19 Half 2** - CIE Single view of entity launched for immigration	**FY2020** **Beyond FY2020**
Targets • No targets identified	**Targets** • No targets identified	**Targets** • No targets identified	**Targets** • No targets identified

Draft—for discussion only

#16 – Rankings relative to global benchmarks

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +

Not applicable
This is measure is driven by the whole of reform and integration rather than specific programme activity

Targets	Targets	Targets	Targets
• No targets identified	• No targets identified	• No targets identified	• No targets identified

#17 – Revenue uplift realised

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +
Quarter 1	Quarter 1	FY18 Half 1	FY2020
Quarter 2	Quarter 2	FY18 Half 2 - $102.6m Compliance Revenue uplift delivered	Beyond FY2020
Quarter 3	Quarter 3	FY19 Half 1	

Quarter 4
  - $69.5m Compliance Revenue uplift delivered
	Quarter 4
	  - $100.7m Compliance Revenue uplift delivered
		FY19 Half 2
		  - $102.6m Compliance Revenue uplift delivered	

Targets	Targets	Targets	Targets
• $69.5 million revenue uplift	• $100.7 million revenue uplift	• $102.6 million revenue uplift	• No targets identified

Draft—for discussion only

#18 – Integration efficiency savings realised

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +

FY2016

Quarter 1
- SES reduced
- EL spans adjusted

Quarter 2
- Shared services FOM and implementation plan completed
- LIS system implemented

Quarter 3
- Caseload capacity increased
- HQ lease negotiations finalised

Quarter 4
- Process Standardisation / EKKS deployed
- More reliable, faster CSN deployed
- New DC migration readied
- Telco transitioned
- Finance integration/reporting improvements implemented

FY2017

Quarter 1
- Reporting self service and strategic financial advice increased
- VIC lease savings realised
- WA lease savings realised
- Performance mgt rollout completed
- Enterprise workforce adjusted
- Vocation workforce plans completed

Quarter 2
- Finance provided costings for shared services

Quarter 3
- Client agencies onboarded
- Integrated revenue system implemented

Quarter 4
- Legacy revenue system decommissioned
- Agreed shared services model implemented

FY2018 – FY2019

FY18 Half 1
- DIBP shared service go-live completed
- Career planning interviews for cohort 2 completed by region

FY18 Half 2
- HQ fitout commenced

FY19 Half 1
- NSW business processes improved
- NSW lease savings realised
- Category 1 fitout completed

FY19 Half 2
- HQ business processes improved (Cat 1)
- HQ lease savings realised (Cat 1)

FY2020 +

FY2020

Beyond FY2020
- Category 2 fitout completed
- HQ business processes improved (Cat 2)
- HQ lease savings realised (Cat 2)

Targets	*Targets*	*Targets*	*Targets*
• $24 million in efficiencies	• $66 million in efficiencies	• $90 million in efficiencies	• No targets identified

#19 – Integrated workforce and culture

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +

Not applicable

This is measure is driven by the whole of reform and integration rather than specific programme activity

Targets	Targets	Targets	Targets
• No targets identified	• No targets identified	• No targets identified	• No targets identified

Draft—for discussion only

#20 – Average unit cost for an end-to-end process

Key contributing milestones by programme

FY2016	FY2017	FY2018 – FY2019	FY2020 +

Not applicable

This is measure is driven by the whole of reform and integration rather than specific programme activity

Targets	Targets	Targets	Targets
• No targets identified	• No targets identified	• No targets identified	• No targets identified

Draft—for discussion only